

NYGÅRD OFFICES & SUITE IN TIMES SQUARE, NY



"I love how unique working here is. It involves different challenges. It's been a tremendous opportunity to learn new things. I worked with Mr. Nygård during the completion of the New York Times Square Building, & he would be working on the design at 2am. It was quite interesting to watch Mr. Nygård work. For example, a corner where lines would meet he would spend hours trying to get it right. It was amazing the amount of passion he had for it. I admire that."

LEO EVANS
IT/CONST SUPV



New York Headquarters
Times Square, NY



NYGÅRD
STORE
AND ONTARIO
SERVICE CENTRE

239 CHRISLEA ROAD
VAUGHAN, ON, CANADA



Peter Nygård has traveled around the world whether it was to source fabrics from different countries, meet the makers of his garments, represent Canada in trade talks or conduct research for his medical technology business. In his travels he immersed himself in various cultures, interacted with lots of wonderful people, & met with many local & world leaders. For Nygård, these experiences left indelible footprints on his life.



NYGÅRD WORLD TOUR

“While journeying through northern parts of China in search of fabrics in the early 90s, I had an interesting experience that was a part of the Chinese culture.

After discovering potential suppliers of yarn & making a deal, the local towns people held an honourary dinner for their VIP guest. Dinner was around a table that had a small hole in the middle. Up through the hole popped a small monkey’s head. The town leader at the dinner chopped the monkey’s head in half & the brain spilled out. I was then invited to have the first tasting of the brain as their honoured guest.

What an interesting cultural experience.”

- PETER NYGÅRD

KENYA



JORDAN

In 2008, Nygård moved his factory to Jordan. His state of the art ARTS2 facility was fully replicated there which included the Toyota inspired factory structure & processes. Even though the factory was not technically owned by the company, the NYGÅRD team traveled to Jordan to help set up the factory & train its workers on the various systems & standards expected for all NYGÅRD products.

While there, Nygård visited Petra, a historical archaeological city in southern Jordan. It is said to have been settled thousands of years BC. National Geographic writer Mati Milstein wrote this about the “lost city”:

CARVED DIRECTLY INTO vibrant red, white, pink, & sandstone cliff faces, the prehistoric Jordanian city of Petra was “lost” to the Western world for hundreds of years.

Located amid rugged desert canyons & mountains in what is now the southwestern corner of the Hashemite Kingdom of Jordan, Petra was once a thriving trading centre & the capital of the Nabataean empire between 400 B.C. & A.D. 106.

The city sat empty & in near ruin for centuries. Only in the early 1800s did a European traveler disguise himself in Bedouin costume & infiltrate the mysterious locale.

In 1985, the Petra Archaeological Park was declared a UNESCO World Heritage site, & in 2007 it was named one of the new seven wonders of the world.

The guides provided horses for touring & Nygård rode on horseback up to the temple structure to explore the ruins.

Nygård visited Petra, a historical archaeological city in southern Jordan. It is said to have been settled thousands of years BC.





Nygård playing volleyball in Jordan



Nygård touring the Petra ruins



Nygård's Dead Sea mud bath, Jordan

AMMAN, JORDAN



Amman - PJJ & IBG EXECs



Amman - IBG EXECs & PJJ



Amman - Guru, PJJ, Jitender K, & IBG EMPL



Amman - Dina Khayyat MGR DIR Board MBR of Ad-Dulayl
Mr. Khayyat (father) PJJ & George Khayyat
V-Chair of Ad-Dulayl



Amman - PJJ & IBG EMPL

EGYPT



Cairo - Guru G, Osama Hebe, & PJJ at the Glass Co



Cairo - Osama Hebe & his team at the Glass Co



Egyptian Camel & Guide



Cairo - Board of Ready Made Garment Export Council



Cairo - Ready Made Garment Export Council board MBRs

BANGLADESH



Dhaka - PJN, Mr Ilias MGR DIR, Southern Clothing and Mr Majumder DIR, Southern Clothing



SRI LANKA

UNITED ARAB EMIRATES



Abu Dhabi - Nygård, Nick Lall (GRP DIR - GTA Plastics), Rajan Lall (Chairman & MRG DIR - GTA Plastics)



Dubai - Rajan Hall Chairman & MGR DIR GTA Plastics



Dubai - Pankaj Bedi (CEO - Ronex International)



Dubai - Vipen Sethi - CEO Landmark Corp

THAILAND



Bangkok - Nygård & Alex Moffett (Chairman & CEO-Siricell Thailand)



Bangkok - Nygård & Dr. Suphachai Chaithiraphan (Chairman of EXEC Board - Chaophya Hospital)



Bangkok

KUALA LUMPUR, MALAYSIA



Kuala Lumpur - Nygård & Alex Moffett



Kuala Lumpur - Dr. DaSilva, Steve Powers, Alex Moffett, Nygård & Jyothi Devakumar (CSO - Siricell Technologies)



Kuala Lumpur - Jimmy (Siricell), Alex Moffett (Siricell), Jyothi (siricell), Nygård, Dr. DaSilva, Steve

CHINA



Shanghai - Nygård & Sha Lin (Vice-Mayor of Shanghai)



Shanghai - Mr. Xu, (PRES-Shanghai Silk Corp), Nygård, Mr. Sha Lin (Vice-Mayor of SHG)



Shanghai - Nygård



NYGÅRD Associates, Shanghai



NYGÅRD Fashion vendors, Shanghai

UKRAINE



Nygård participates in medical research



Map of Ukraine at the museum



Nygård at medical facility



Nygård & friend Danny in Kiev

JAKARTA, INDONESIA



Peter gives speech at Lasalle College, Jakarta, Indonesia





NYGÅRD IN THE SPOTLIGHT

“My measurement of my success is not about how much money I made. I measure my success on what I could do & how I could share it.”

– PETER NYGÅRD

IN THE NEWS

Below are excerpts from various articles written about Peter Nygård over the years:

“TAN JAY: FLOURISHING AMID ADVERSITY”

Its styles are a bit with younger women

Flourishing in the face of adversity is Tan Jay Ltd., an 11-year-old company whose lines of ladies' dresses & sportswear ensembles are becoming increasingly familiar to Canadian shoppers.....

“I think we work harder & research things in much greater depth than almost anybody around,” says Mr. Nygård. “In the past, it has been the pattern for Canadian garment manufacturers to copy their U.S. counterparts. But in recent years, U.S. firms have paid us a compliment.”

By Roger Newman
Financial Times of Canada
December 12 – 18, 1977

“NYGÅRD RELISHES BIG APPLE DEAL”

Peter Nygård: “Success of this silk program is a testimonial to the free trade agreement that it works.”

A prestigious U.S. fashion retail chain will launch a made-in-Winnipeg silk collection in its flagship New York City store in November....

Nygård landed the kind of deal Canadian manufacturers have been known to lust after. Silk separates from his Peter Nygård Signature division will be sold in all 48 U.S.-wide Saks stores on an exclusive basis. There will be a designated Peter Nygård department on the floor.

Nygård said Canadians must compete in the world market with a fashion forward product. “That’s what the fashion business is all about, as opposed to the garment business. It brings into play all the important parts of fashion like skill & creativity...”

He succeeded, he explained by developing & specializing in high-quality silk programs--a field he now dominates. The silk he uses is from China, but the clothing is made in Winnipeg...

By Rhoda Feldman
Winnipeg Free Press
Saturday, September 29, 1991

“PETER NYGÅRD’S LUXURIOUS LIFESTYLE ALSO GEARED TO BUSINESS SUCCESS”

Impressive he is, at first glance, standing 1.9m (six feet, three inches) with wavy brown & golden hair, a deep tan & piercing eyes....

The luxurious trappings include thick wall-to-wall carpeting & lush plants, hanging from the false-beamed ceiling or standing in stylish pots.

A polar bearskin rug, with its inviting cover of softly-brushed, thick fur, lies opposite the desk. Next to the bear’s head sit two sets of weights & a gleaming tension belt, giving the fanciful image that Mr. Nygård is challenging the majestic beast to a test of strength....

“My whole factory is designed to give the home environment,” Mr. Nygård says, “I’ve wrapped up my personal & business life into this. My home is here.”

By The Canadian Press
The Tribune
August 20, 1980

“THE REAL PETER NYGÅRD”

The easy way to talk about Peter Nygård is in terms of the classic success story:— the handsome immigrant’s son who literally went from rags to riches, stitching up an empire out of women’s clothing.

That story would be spiked with anecdotes attesting to both the prowess of the lad who grew up to take his place among Canada’s rich & might, the playboy who to dine with the Queen both nights on her ‘84 visit to Manitoba, & escorted a different, gorgeous woman to each.

That’s the Peter Nygård of the myth--the boy wonder of the rag trade; the Olympic sailor who hobnobs with Hollywood stars & squires its starlets; the hotshot jetsetter, millionaire bachelor who’s made it.

But to repeat only that myth is to miss the other Peter Nygård--a hard-driven, determined, demanding & introspective man who is restless without a challenge.....

By Kathy English
The Toronto Star
November 2, 1986

“TAN JAY WILL DOUBLE OPERATIONS WHILE OTHERS FACE SLUMPING SALES”

The blond Mr. Nygård, who has recently matured from “boy genius” to suave young executive, has consistently been outspoken & controversial since he entered the garment industry as a 24-year-old.....

“The slowdown has been sort of a mixed blessing for our company,” says Mr. Nygård. “If the pace of earlier years had been maintained, there is a chance that we might have expanded too rapidly & spread too thin. But with the pause of three years, we have had a breathing space to consolidate our position, to weigh our goals & to build a strong foundation for the next 10 years.”

By Roger Newman
Financial Times Service

“WHO IS THE REAL NYGÅRD?”

Will the real Peter Nygård please stand up?

There’s Peter Nygård the proverbial immigrant boy-made-good, who in 20 years has parlayed an \$800,000 dress business into a near-\$200-million clothing empire, largely by tapping the lucrative mature mass market, & delivering an excellent value/price ratio with just enough fashion content to appeal, yet not intimidate.

There’s Peter Nygård the flamboyant, given to Felliniesque extravaganzas, who rented a herd of camels to launch his U.S. headquarters in Marina del Rey, Calif., in suitable Oriental potentate style, & who recently opened his 8.5-million (and then some) Canadian headquarters with a four-day series of lavish gala receptions, the better to impress le tout Toronto, & his industry & show-biz cronies from the United States & overseas.

There’s Nygård the Canadian apparel industry leader, a business visionary, man of the eighties & nineties.

There’s Nygård the outspoken advocate of free trade, who criticizes his apparel industry peers for their apathy & short-sightedness, especially in view of the highly organized & vociferous textile sector lobby. In Nygård’s view, Canada should de-emphasize domestic fabric production (arguably uncompetitive & unprofitable) in favor of encouraging & developing a competitive apparel industry.

There’s Nygård the arch-competitor... a man whose compulsion to conquer & succeed in all his endeavors is seemingly endless.

All of the above are, or have been, the real Peter Nygård. But emerge with a remarkably limited portrait of the man, who’s considerably more complex than he’s likely to admit. Says Nygård: “Canadian manufacturing capability is excellent, while we can never be really competitive with low-price fabric imports, so let’s open the market

to the low-cost fabrics that would allow the manufacturing sector a genuine chance to grow. Our strength is in design, manufacturing & marketing. The existing government policy has too long been dictated by the fabric industry to protect only its own interest, & is unfairly restrictive on the rest of the fashion sector.”

There’s Nygård the perfectionist, who before launching his denim division, examined no fewer than 60 products, checking every detail, counting belt loops, pockets & the number of stitches per inch, measuring waist bands & checking logo positions. Nygård’s own denim product was submitted to every conceivable wear & performance test, until it met his demands. Even so, he ordered the production line stopped, when he zeroed in on a minor offending detail — & expensive three-week delay that cost the company thousands of dollars.

Similarly, for his classic Alia pant, available in 56 different colors, Nygård insisted on a costly one-piece waistband plus custom-dyed thread, buttons & zippers to match each of the 56 shades — all for a garment slated to retail at a ridiculously low \$26, that is churned out at the staggering rate of 30,000 a week.

There’s Nygård the arch-competitor... a man whose compulsion to conquer & succeed in all his endeavors is seemingly endless.

All of the above are, or have been, the real Peter Nygård. But emerge with a remarkably limited portrait of the man, who’s considerably more complex than he’s likely to admit. Says Nygård: “What you see is what you get.” Not entirely.

No one ever built a \$200-million clothing empire on mere flamboyance, hedonism, & a knack for self-promotion, & nobody ever did it alone.

And Nygård’s ability to retain top-level executives ... is testimony to the caliber of Nygård’s operation & the opportunities he offers.

And the company’s impressive growth record — Nygård International has never failed to turn a consistently high profit, & sales have doubled every five years — indicates that Nygård is clearly paying attention to business.

Nygård’s route to fashion supremacy may not have been as glamorous as that of his higher-end designer market peers, but in North America, the middle-market is where the numbers are & where the profit lies. What’s more, Nygård’s record has greatly endeared him to his retailers, & will doubtless earn him a privileged reception for his next venture, a signature collection pitted directly against Canada’s “better” manufacturers.

Nygård further protects his retailers’ interests (and incidentally, his own) by providing thorough product information & staff indoctrination, plus enviable display & co-op advertising support. So effective are his tactics that Nygård’s Canadian retail sales amount to \$4 per capita, for every man, woman & child in this country — all the more impressive when you consider the company’s low price points — \$25 to \$150, & the sheer number of units represented. In total, Nygård produces 10 to 12 million garments a year in his Thunder Bay, Winnipeg, Los Angeles, Taiwan, Korea, Hong Kong & Chinese factories.

And you can’t ignore Nygård the industry in-

novator, whose arsenal of computer software tracks everything from design & fabrication specifications, sales & marketing programs, immediate sales figures, customer data, stock levels, & accounts receivable, plus myriad other business details. Nygård’s electronic message system also connects him instantly to any of his 30 international offices. In a business in which today’s hot trend is all-too-rapidly tomorrow’s ennu, that’s money in the bank.

And, for all that he’s painted as a jet-setter, a party-goer par excellence, Nygård remains a loner, an essentially solitary man whose invariable priority is his work.

There’s also Nygård the family man, who takes pleasure in providing his family with a luxurious life in Nassau, & who flies his parents in to share all the important occasions of his life.

While Nygård’s glittering glass-enclosed new building could be construed as a self-aggrandizing & needlessly extravagant expenditure, it is also a stunning Toronto landmark that will most certainly pay off in increased sales & employee productivity. In fact, says Jim Bennett, the building’s showroom & display facilities have already prompted an increase in orders. And, since Nygård intends to make his multiple-use building available to other designers & fashion organisations, it’s also an elegant gift of space to the industry & to the city.

By Marina Sturdza
The Globe & Mail
July 7, 1987



Cover Story •

Nygård:
THE MAN
BEHIND THE
GLITTER

A designer far smarter than his persona

BY ANDREA McCracken

NYGÅRD INTERNATIONAL IS CANADA'S MEGA BRAND OF WOMEN'S APPAREL. ITS OWNER, PETER NYGÅRD, IS A DRIVEN, PASSIONATE ENTREPRENEURIAL CLOTHING FIELD GENERAL WHO HAS BATTLED TO MAKE HIS MARK.

IN WINNIPEG, HIS HOME TOWN, HIS NAME IS AS RECOGNIZED AS BURTON CUMMINGS OR IZZY ASPER. BUT SOMETIMES THE GLITTER OF HIS LIFESTYLE LIKE PHOTOS WITH BEAUTIFUL WOMEN OR ACTOR SEAN CONNERY IN THE BAHAMAS BELIE HIS TALENT AS A BUSINESS MAN.

In the clothing business for 30 years, he is nearing the pinnacle of his career and shows no sign of slowing. He has been often misjudged because of his flamboyancy and an obsession with Hollywood. But his actions have a purpose, he will tell you. Build the image, build a company.

Nygård has made the women's clothing industry his playing field. Rising from a small maker of wash-and-wear polyester on an \$8,000 loan, he has pushed the company's fortunes to an enviable \$300 million in sales last year.

Specializing in the fickle field of ladies' fashion the company has evolved around Nygård's high profile persona and creativity.

His hard work is paying off. In December Peter Nygård will be in New York to attend an apparel gala. His company has been nominated for a Gold Star Award for technologically innovative development at its Winnipeg plant. Nygård is the first Canadian company to be nominated. Among the nominees this year is Jones of New York.

Fred Rosen, the president and CEO of Gerber Garment Technology of Hartford, Connecticut, a dominant player in advanced apparel equipment, says Nygård is a lot smarter than his Hollywood persona. Gerber supplied the equipment for Nygård's Winnipeg plant which Rosen visited in October.

He has some interesting observations about Nygård which he shares.



Talent... Leadership... Technology...

"I came to Winnipeg with some prejudices about Peter because of his Hollywood posture, ... the Lifestyles of the Rich and Famous stuff. I was surprised when I met him at the plant and saw his talent and leadership on the technology side. His technical knowledge is superb. He is a hands on leader. I have a very different perspective of him now."

In jeans and blazer in his corporate office in Winnipeg, Nygård, in a rare interview, reflects on his personal touch on the company. "Developing a corporate image around a personality is certainly not new," he says. "Look at Michael Jordan for Nike, or Lee Iacocca for Chrysler. In the fashion world it's a common marketing ploy. Other fashion houses usually associate their image with a designer - Ralph Lauren, Alfred Sung, Gucci, Chanel. But what happens when that designer moves to another company or sets up independently? For me, the choice became: Will we promote our designers or ourselves? It became an easy decision after that."

So what is the Nygård image? It's tied with the apparel; attractive, self-confident, high energy, ready for work 24 hours a day, with a peculiar blend of the practical and the playful. The Nygård style is most obvious in Bianca Nygård, and the latest, the Signature Collection which gained the firm entry into the exclusive Saks Fifth Avenue high fashion domain seven years ago.

But though these lines are the ones that have glamorized and expanded the Nygård image, its lifeblood is in what its owner calls the 'commodity market' - the plain and practical 40/40 line which produces standardized casual wear, 65,000 pairs of ladies' pants per week and the no-nonsense polyester separates for the 'average' woman which dominate Tan Jay products.

Though developing and designing good product lines is an obvious essential in the business, Nygård attributes his firm's phenomenal growth to the passion, attention to detail, and hard work of its employees, and their concentration on providing superior customer service. "Some of that comes with hiring the right people, some of it comes from risktaking and innovation. Basically, we refuse to take a back seat to anyone."

Nygård International's Automatic Reorder To Sale electronic system (ARTS2) is a case in point. Nygård believes this is the most sophisticated ordering system in the apparel world. Here's how it works.

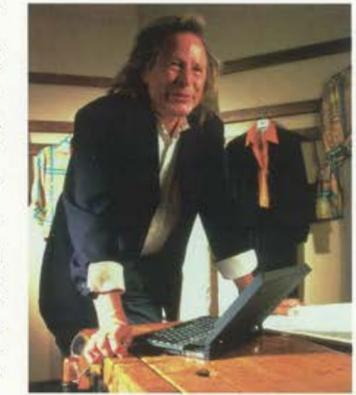
When a store, say a Neiman-Marcus in Dallas, sells a Nygård product, the model, size and color are instantly flagged to the ARTS2 facility in Winnipeg. That system automatically reorders fabric and begins manufacturing to reproduce a replica outfit that is made and shipped the same day, with guaranteed arrival by

the next. The speedy service is validated by a guarantee that offers 100% correct orders within 24 hours or compensation in free merchandise.

"That's a gutsy statement," says Nygård, "and it's the ultimate in customer service. We've set a new standard in the industry; what used to take up to eight weeks, now takes as little as eight hours. By giving our customers the ability to provide immediate gratification to their customers, we have further honed our competitive edge."

If you think this former Olympic sailor has always had smooth sailing, you'd have to look again. Like many others in the business, he's experienced his set backs, but like most of the successful ones, his tenacity and problem-solving skills have risen to the challenge.

One of Nygård's failures and lessons was in technology. The firm invested \$10 million and several years in a system that was cumbersome and ineffective. Instead of trying to fix something that he saw as irreparable, Nygård cut his losses and started again. The new system carried a price tag of \$30 million and took several more years to develop. But it put Nygård International on the vanguard of technology. Along with the firm's investment in technology, came an investment in people - a 70% increase in their IT team over the past year.



"It's people that have always made this firm work," says Nygård. "I am proud to say that no matter how many cost-saving systems we've introduced, we've never had to lay off our workers. Our employee base has grown with our expansion. And we've never experienced labour shortages. We pay our people better than average and offer good benefits and we infuse them with the same drive to succeed that we all have."

In Winnipeg Nygård has 1,400 people in three plants. The total conglomerate, which includes design houses in Montreal and New York, sales and marketing headquarters in Toronto and addi-

tional plants and offices in Saskatoon, Mexico, Asia and the United States, employs 2,600.

Communicating with this large and diverse workforce is a challenge. Nygård still likes to be hands on in the business, and is known for working 16 hour days, seven days a week as he has since the beginning of this sojourn. He travels constantly, though now with his computerized management systems he is hoping that need will diminish with time.

"My goal is to have a paperless office, to be able to access any information about this company I need electronically from wherever I may happen to be at the moment," he says.

That location could be one of the many Nygård offices or it could be one of his homes in Los Angeles, New York, Bahamas, Winnipeg or even his cottage at Falcon Lake.

Peter Nygård, is now at the pinnacle of his career, and is frequently honoured for his achievements or invited to serve on prestigious boards or committees. A free trade advocate, he was appointed as the only apparel representative to the International Trade Advisory Committee, named chair of the Sectorial Advisory Group on International Trade and became a founding member of the Canada - USSR Business Council. He has received Partners in Progress awards and other industry accolades and the Governor General's Canada 125 Confederation medal.

However powerful Nygård gets, he does not forget his beginnings as the son of hard working Finnish immigrant parents or his Manitoba roots. He was the founder of the Manitoba Fashion Institute in 1973 and returned last month to give the keynote address at its 25th anniversary annual meeting. He established the Nygård Endowment Fund at his alma mater and the Finland Foundation in his homeland. He was the main fundraiser for the 'Magical Night of Fashion Gala' for Breast Cancer and the top corporate contributor to the Misericordia Hospital Foundation.

"Where else but in Canada could an immigrant boy with nothing come this far. I'm grateful for the opportunities I've been given but I can't deny I'm not satisfied with my success," says Nygård. "There's a thrill in victory. I enjoy the power and position we operate from today. I never have to walk anywhere cap in hand again. I can pick up the phone to almost anyone and be well-received. But that privilege did not come from image, it was earned through hard work and proven success." MBM

(Andrea McCracken is a Winnipeg-based freelance writer who is a regular contributor to Manitoba Business.)

INFO SYSTEMS

EXECUTIVE

We'll be right back:
Tracing the Consumers Distributing fiasco

Getting to Know you:
Using technology to learn about customers



THE I.T. GOSPEL ACCORDING TO PETER



NYGÅRD INTERNATIONAL BY ROCIO MARIA WINGER

The Nygård vanguard: The way to no chargebacks

While many are just tuning in to the possibilities of information technology, Nygård International has already blazed trails of glory.

Despite his classic designs, Peter Nygård, chairman of Canadian prêt-à-porter manufacturer and retailer Nygård International, can hardly be described as conventional. A casual glance around his singular Marina del Rey, Calif., home—with interior water cascades, stone caverns, towering palms and imported Brazilian sandstone—confirms that there is nothing ordinary about Nygård's sense of style

or approach to design. Outside-the-box thinking has helped Nygård transform an \$8,000 investment made some 30 years ago in a nearly bankrupt company into a \$300 million-a-year apparel empire positioned at the leading edge of supply chain technology and information systems. Nygård's success stems largely from his visionary quality—a gift for paring down issues that affect the industry and extracting simple and

straightforward objectives. Take, for instance, the company's acclaimed IT systems. Nearly 20 years ago, Nygård glimpsed the potential for improved operations and savings through electronic commerce, and began his quest to devise the fastest, most accurate method of delivering the right product to his customers on time, while still making a profit.



Peter J. Nygård, a visionary apostle of information technology, with the computers used to train his employees at his ARTS2 facility in Winnipeg.

an export award for the young "Turk" of Manitoba's garment industry



Here is one of the Tan-Jay award winning outfits displayed at a Minneapolis fashion show this past winter (left). Peter Nygard, Tan-Jay president, makes some last minute alterations (below left). Mr. Nygard holds a conference with Olga Borbely, the company designer (below).



Peter Nygård still under the magic age of thirty, is now the hard-driving part-owner & general manager of Tan-Jay Ltd., formerly Jacob Fashions. He is also a man of forceful opinions & ideas.

He is one of the few who could be termed "young Turks" in the clothing industry. Under his management, Tan-Jay recorded four million dollars worth of sales last year & emerged as a force in the North American garment industry.

by BOB McDILL

Let us say you're young, energetic, bright and have a university degree backing you up. You also have a good job as a manager with the biggest department store chain in Canada, and everyone knows you are assured of a promising future if you play all your cards right.

It also might happen that you are pushing 50, and have built up a family garment firm which returns a good profit, but you feel you want out of the grind after devoting 25 hard years to the needle business. Unfortunately, you don't have any sons to carry on the business, and you want to see someone take over who is going to expand and put some new blood and ideas into the industry.

Mr. Nygard meet Mr. Jacobs.

N. B. Nathan Jacobs, owner of Jacob Fashions Ltd., until 1966, spent a year looking for the right man. He wanted someone young and dynamic, not somebody merely content to keep the firm ticking over, but a man that would put a lot of sweat and effort into it. He interviewed men in the same age bracket as himself, but he figured they had lost a lot of the old drive. He finally heard about Peter Nygard, then a manager working for Eatons. He became convinced that this was his man. Time has proven him right.

Peter Nygard still under the magic age of thirty, is now the hard-driving part-owner and general manager of Tan-Jay Ltd., formerly Jacob Fashions. He is also a man of forceful opinions and ideas. He is one of the few who could be termed "young Turks" in the clothing industry. Under his management, Tan-Jay, recorded four million dollars worth of sales last year and emerged as a force in the North American garment industry.

Nygard is a man of many opinions. He feels that the garment industry is for the most part a family business run by older men or their sons who inherit it. The older men really don't have the energy to keep it a going concern and the younger men unless they are really exceptional, tend to fritter it away. This, he says, is the very root of the Manitoba garment industry's problem—and why there are so many firms with under a million dollars in annual sales. They lack the necessary push and grab

which is a prerequisite for a business that changes so often.

For Career Girls

Tan-Jay specializes in clothing the career girl and young married. Recently, it was singled out by the Provincial Government for outstanding effort and achievement in the export of Manitoba products. It managed to garner this coveted award, by increasing its export sales from \$250,000 to \$600,000 in 1968.

Tan-Jay's original export marketing goal was to establish a solid base, in many of the better U.S. specialty shops, with a few of the larger retailers included for prestige. Nygard felt that the specialty shops would be more responsive to his company, and once assured of quality and delivery, they would become a dependable market for future sales. Two hundred U.S. firms are carrying the Tan-Jay line, including such names as Lord and Taylor, and Marshall Fields. And Tan-Jay has become one of the firms to watch in the U.S.

At its Winnipeg headquarters the company has its own testing and research department as well as a designer. Because of its testing facilities, it is able to determine the exact fabric of cloth needed for its requirements, right down to the most minute detail. Then the cloth is shipped off to the milliners to be made up to the right specifications.

Tan-Jay also retains a designer, an asset not shared by some of its competitors.

Most clothing manufacturers used to be able to squeak through when it came to designing clothes, or figuring out what the look would be in the next few years. All they would have to do is to check to see what was the thing in Paris, then the leading Fashion Centre of the world. This would usually be eminently suitable for Manitobans. However, as time passed with the culmination of a series of seemingly unrelated factors, such as De Gaulle, United States disenchantment with France, and the English Mod generation, the coveted title of Fashion Center to the world went up for grabs.

As Mr. Nygard points out, there is no longer any one area that continually pumps out creations with consistent world appeal. Also because of the wonders of communications there

is no longer any advantage in waiting to see which style goes over in New York and then bringing it to Podunk Corners, where it should be a smash. Because of Television, Movies, Magazines, etc., styles popular in the Big City, no longer take months to filter down to the less populated areas of the country.

Degree Valuable

Nygard, a business administration graduate of the University of North Dakota, has found his degree to be invaluable in everyday business practice. With it, he is able to follow things such as accounting reports and ask intelligent questions. The training he received in economics has enabled him to understand the finer points of supply and demand and put them to work in marketing his products. He realizes that he probably would have learned all this anyway, but it would have taken him ten years, and ten years is ten years.

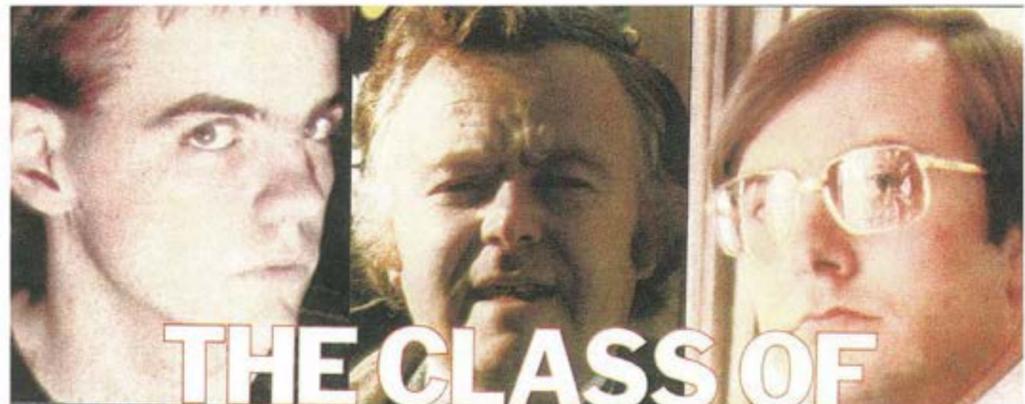
He also believes that there is a lot of opportunity for young aggressive businessmen in the needle trade. The stakes are high and you have to keep on your toes because of the inconsistencies of the market. But for the right man, it can be a goldmine.

Many manufacturers are worried about the new competitive threat from the Orient. At first, it was not too much of a threat, for Products of the Far East, used to have a reputation as ten minute suits that would tear at the seam if taken by surprise when bending over. But those days are over and many North American clothiers get the visible shakes when one mentions those inscrutable orientals.

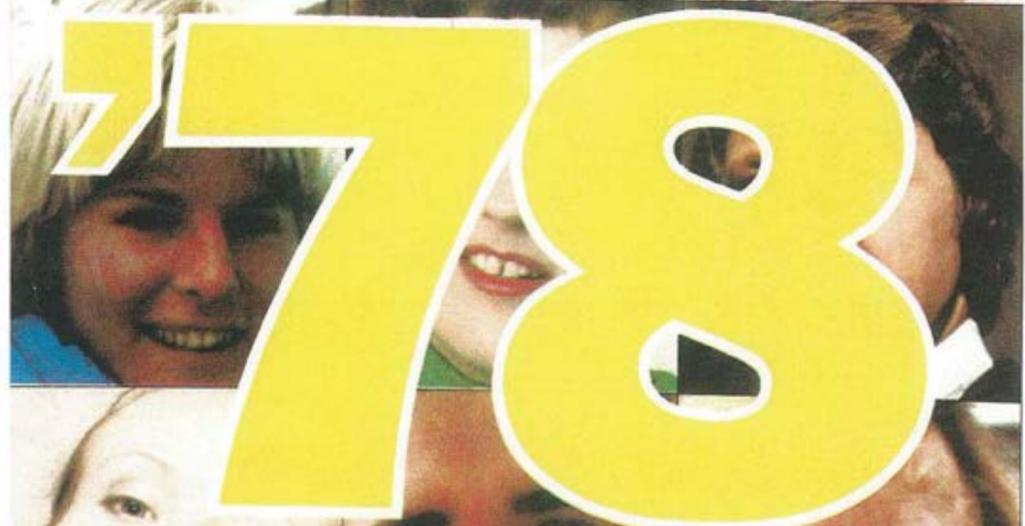
Peter Nygard faces this problem realistically and feels that if you can't beat them, join them. He says there is no way Canadian or U.S. companies can compete with Eastern counterparts as far as labor costs go, and the workmanship is, in quite a few cases, on a par with the North American standard.

In fact, he is considering setting up a factory in Taiwan. Tan-Jay already markets some Hong Kong products under their name. These products apparently are just as good as Canadian-made products, for the same quality of material is shipped to Hong Kong, the clothes are made up, shipped back to Canada, and marketed here.

Maclean's



THE CLASS OF



INTRODUCING THE NEW ELITE



BUSINESS

When Peter Nygård was 12 he managed four newspaper routes — three he leased out, the fourth he kept for himself. The son of Swedish immigrants brought up in small-town Manitoba, he obviously had the entrepreneurial instinct right from the start. At 23, he was an Eaton's executive. By 26, he was a partner in a women's fashion firm & well on the way to being a millionaire. Now 36, he is the owner of Tan Jay fashions, a multimillion-dollar clothing firm with plants in Winnipeg, Hong Kong, Los Angeles & New York. His "Bianca Line" of dresses & suits is selling so well he is planning to add 400 employees to his Canadian & American plants. He has five \$35,000 Excalibur cars, placed in the various cities around the world where he spends his time. But success has exacted its price — Nygård works 80 hours a week & his marriage fell apart several years ago, on the very day he was moving into the old Eaton house in Winnipeg's Wellington Crescent.

Maclean's
The Class of '78 Introducing The New Elite
January 9, 1978

Flamboyant Nygård successful garment trade maverick

Viking Gatsby suits up \$50 million empire

● Peter Nygård, president of Tan Jay. "I worked for every nickel, make no mistake. I bought out my partners — they wanted to get out anyway. They weren't interested in the kind of expansion I had in mind."

By PAUL SULLIVAN

In 11 years, Peter Nygård has taken a \$800,000 garment business on Adelaide St. and turned it into a \$50 million women's fashion empire with branches in Montreal, New York, Los Angeles, Hong Kong and Taipei. It's quite a story, but an even more interesting yarn is what he did with Peter Nygård along the way.

The amazing Mr. Nygård is not content just making piles of money; he also spends it with an outrageous flamboyance that leaves the casual observer speechless.

His private executive office, for example, is a veritable ode to Nygård's curious blend of sensuous hedonism and stately practicality.

At first glance, it seems a typical millionaire playboy's den, decked more for the perverts of the flesh than any financial carry-overs. Plush carpets, soft lighting, a passion pit complete with a sofa that converts into a bed at the push of a button, and a mirror-topped ceiling.

"The floor is heated," he chortles, "so in the winter you can walk around barefoot or roll around here if you choose." Speaking of love, there's the enormous bear rug, and the intimate fireplace, and the inevitable soft music. The place is festooned with the lush foliage of plants which give the impression one is in a forest glade rather than a converted farm machinery warehouse almost in the middle of Notre Dame Ave.

Hobnobbing

Just out the window, a private driveway holds his Charlot, a rakish custom Excalibur zero, kept meticulously clean and gleaming by a devoted employee. Each of Nygård's ports of call harbors similar digs, the expensive cars, the trappings of a wealthy, healthy 27-year old bachelor with the world by the tail.

And the life. Well, he spends half of his time in the glamorous capitals of the world, hobnobbing with pals such as David Soul, the Bronx is Starsky and Hutch. He's considering going into partnership with Soul in a movie production venture, and recently passed up a part in a major

dives flick because he didn't have the time.

He owns a retreat in the Bahamas he calls "Viking Hill", where he practices his sailing. Of course, he's one of the 10 top sailors in the world in the Topmast class, and when the restraints of business are eased, he'll get down and start seriously practicing for the 1980 Olympics, in Moscow, not far from his native Finland.

He swaddles himself in custom-made golden jewelry, and at six-foot-three, with long flowing blond hair, offset by his rakishly tailored black and white coordinated outfits and profound tan, must cut quite a figure as he strides into the showrooms and conference halls of the garment trade, a sort of Viking Great Gatsby.

At least that's the image. Bolstering the image, of course, is the quiet confidence that comes from knowing it's impossible to get away with that kind of stuff unless you have the power and the skill to pull it off. And with another push of a button, he reveals the Business Side of Peter Nygård.

A folding wall rolls away to reveal a complex private command centre at which Nygård plots the continued phenomenal growth of Tan Jay. He then dips in and methodically describes his system and philosophy, how he rose from nothing to the presidency of Tan Jay, and how in five years Tan Jay will be a \$50 million operation. Only then, it seems, will the job be done.

"I was really very lucky. I found myself early in life, and I didn't bother to waste my time getting involved in areas that wouldn't be productive. I knew I would never be a singer or a movie star. I wanted to get involved in business. What kind of business didn't really matter."

"My first employee was probably my sister. At 13, I had four paper routes and five guys working for me. I was the one who did all the difficult collections and took the complaints when they forgot to deliver or filed in when they got sick, but I definitely had a goal."

Nygård broke into business at Eaton's at 24, and quickly rose to supervisory of home furnishings for



Manitoba, Saskatchewan and Northwestern Ontario.

"At that point, I had a number of offers, and of course, what I really wanted was a chance to get into my own business."

The offer he took was from Nathan Jacob, owner of Jacob Fashion. "It was at the crossroads — either it was going to get bigger or fold. I decided I run the whole thing even though I didn't know anything about the business because I was young then; I figured I could run anything. Maybe it wasn't so bad. I didn't leave

by traditional ways what you couldn't do."

At Jacob's death Nygård acquired the controlling interest. "I worked for every nickel, make no mistake. I bought out my partners — they wanted to get out anyway. They weren't interested in the kind of expansion I had in mind."

Nygård mistakes he built Tan Jay on a grand stage from the very start. Today the foundation remains sound, although the structure above has virtually doubled in size in the last couple of years.



Colorful garment industry maverick Peter Nygård interviewed in his plush executive office. The luxurious trappings include a polar bear skin rug.

The first major move was an expansion of the Winnipeg headquarters. Adding to the two plants at Adelaide and Notre Dame, Tan Jay will soon open a \$6.5 million plant on Inkster Blvd. which Nygård says will be one of the most technologically-advanced in the world, and will add 150,000 square feet capacity to the firm.

These came the Nygård U.S. invasion. "Our U.S. exports were slipping to about 15 per cent of the business, and we realized that to do it properly we would have to manufacture in the U.S. Now we have the best of both worlds. We export to the U.S. what we can produce more economically in Canada, and we manufacture in the U.S. what can be more economically produced there."

To accomplish the U.S. move, at the end of 1977 Tan Jay purchased the clothing division of New York-based Genesco Corp., Inc. Thomas Vivio. Tan Jay now uses the New York office as its U.S. design and sales headquarters. The Vivio line has become the Bianca high-fashion, up-date or "missy" line, and is sold across North America with Tan Jay's other two lines — the broad and better Tan Jay moderately priced line and the "popularity-priced" Jaysat line.

The U.S. manufacturing and distribution base will be in Los Angeles, where another 150,000 sq. ft. plant is being built at the same time as the new Winnipeg plant.

Expansion

"Tan Jay is now two separate operations, one for the U.S., another for Canada," Nygård explains. "In Canada, Winnipeg is the manufacturing and distribution centre, while Montreal is the merchandising and design centre. In the U.S., Los Angeles has the same role as Winnipeg and New York the same function as Montreal."

All this expansion has taken place in the last year, at the cost of enormous capital expenditures. The Winnipeg expansion, a rift of the former Ideal Brass plant, was offset in part with a DREE grant for \$1.442 million, about one-quarter of the cost, according to Nygård. The Los Angeles expansion will cost another \$3.5 million. The new plants will swell the

Continued on page 18.

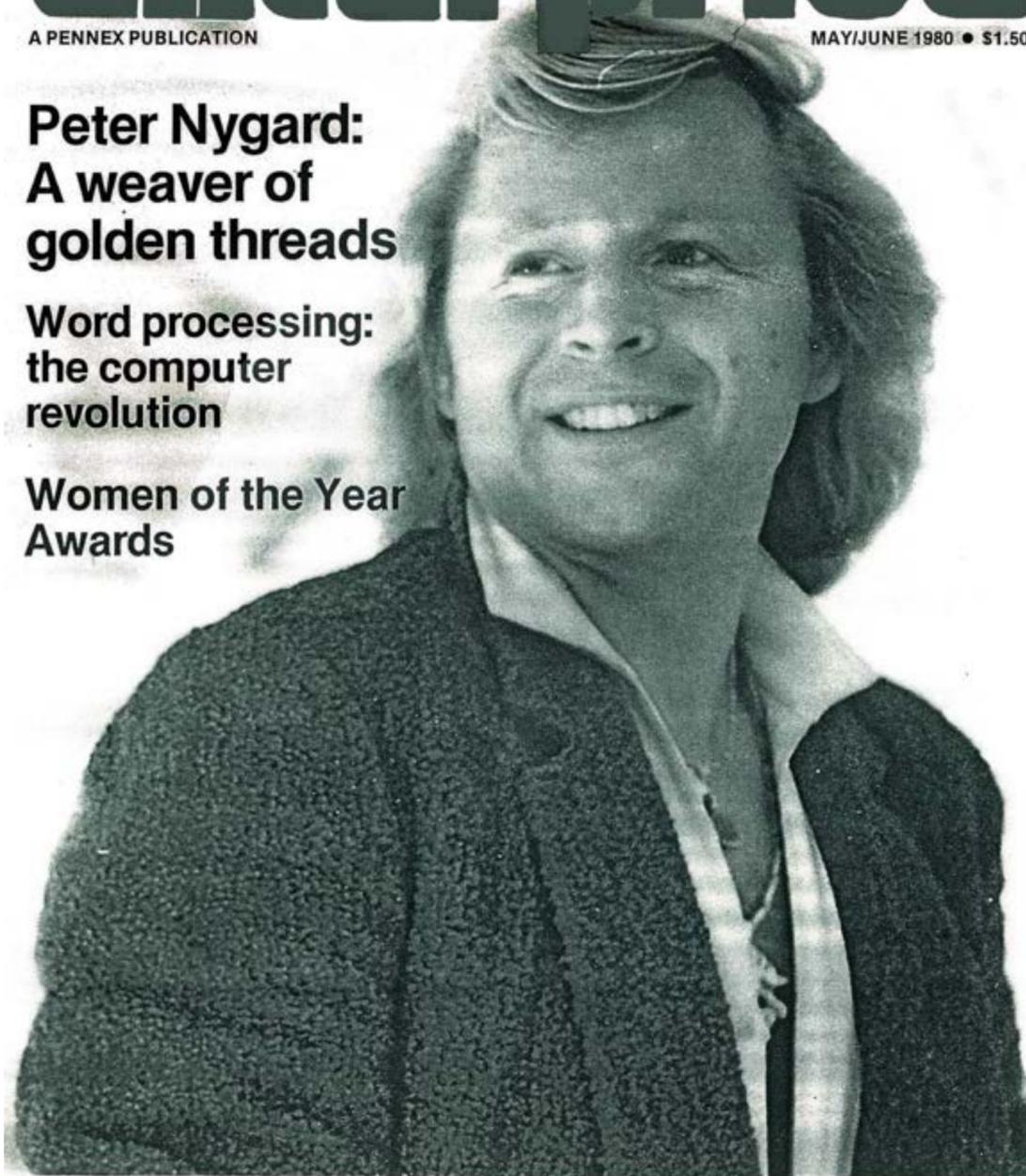
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"I was really very lucky. I found myself early in life, & I didn't bother to waste my time getting involved in areas that wouldn't be productive. I knew I would never be a singer or a movie star. I wanted to get involved in business. What kind of business didn't really matter." Peter Nygård

Peter Nygard: A weaver of golden threads

Word processing:
the computer
revolution

Women of the Year
Awards



PETER NYGARD

A weaver of golden threads

By Don Bain

"He is unquestionably a pioneer in our industry. He has brought the textile industry into the 21st century. His fresh, inquisitive and sharp approach to business, and his unparalleled devotion toward achieving his goals, has made him what he is today — a success."

Jean Picard knows of what he speaks. As president of Textile Sales in Montreal, he is a respected veteran of many years in the garment industry, and has witnessed numerous changes and advancements.

His profound statement was made at the industry's latest advancement — the official opening of the new \$4.5 million sales / design / production / distribution centre of Tan Jay International Ltd. It was directed at dynamic company president Peter J. Nygard.

As the corporate head of Canada's first international fashion conglomerate, Nygard has spearheaded a rise in Tan Jay sales from \$800,000 a year in 1968, to nearly \$50 million by 1980. With the addition of his 155,000 square foot Inkster Boulevard plant in Winnipeg, he predicts with quiet confidence, that sales will top the \$100 million mark within five years.

The Nygard empire, which includes two other plants in Winnipeg, production and distribution facilities in Montreal, corporate offices and distribution centres in Toronto and Vancouver, research and design facilities in New York, a production and distribution centre in Los Angeles, and extensive offshore operations throughout the Orient, did not just happen overnight. It was carefully created through the foresight and perspicacity of Peter Nygard.

The colorful 38 year old native of Finland has been called many things by his peers and competitors, mainly because of his opulence and flashy lifestyle, but they all agree on one point: he is a brilliant, shrewd businessman.



He has been quick to seize opportunities throughout his life, and although all of his endeavours have been carefully researched and well thought out, he has often ventured into areas where "wise men fear to tread". While some of his competitors are still at the drawing board, Peter Nygard has already got his Tan Jay lines out on the market, reaping the profits.

The hard working and dynamic Nygard knew at an early age he wanted to be a businessman — his own businessman.

"There were a number of factors involved," he says. "Every person has some talent, but it is the ability to recognize those talents quickly, that is important. I always took a leadership role in sports or school programs, and our family history has always been one of hard work, literally to stay alive."

Along with the hard work came a genuinely dedicated desire to succeed. "I gave up my sports and all the other things I loved in order to make sure my grades were among the best at university," he recalls somewhat ruefully. "Business people are mostly interested in your education, not your sports achievements."

His tenacity paid off, graduating in the top 15% of his class with a degree in business administration from the University of North Dakota. He broke into the business world at age 22 with Eaton's of Canada, and quickly rose to the lofty position of home furnishings supervisor for Manitoba, Saskatchewan and North West Ontario.

It was at this time that leading businessmen in Winnipeg began recognizing his talents, and at one point, he had no less than 16 offers to move. "I really had no desire to leave Eaton's," he says, "but I had an instinctive feeling about the offer from Nathan Jacob."

Mr. Jacob was the owner of Jacob Fashions Ltd. in Winnipeg, and although the ambitious young Nygard knew nothing about the fashion industry, he quickly made an impact. "Knowing nothing about fashion probably turned out to be an advantage," he says. "I tackled the hardest jobs first, and I did things that others refused to attempt."

His first impressions were obviously lasting ones, because in 1967 he was installed as company president and part owner, and he re-named the company Tan Jay.

In his mind, the real turning point toward success came when he purchased the business outright. "During our partnership, there was a great opposition to expansion," he recalls. "When I assumed control, I was

then able to devote all my energies to expanding the business."

"In order to be profitable, a business must have total unity with its top management team. Having achieved this, everything has gone according to schedule."

While the road to success has been paved with a certain amount of gold — he owns five Excalibur automobiles valued at \$35,000 each, a home and a yacht in the Bahamas, plus company apartments in other cities where he has branches — it was not always a smooth one. In fact, there was a time not long ago, when he considered that all of his expansions would be out of Winnipeg.

"The previous government in Manitoba had a mood of wanting to live without the apparel industry," he states, "but there has been quite a turnaround in the attitudes and position of the new government. They are good for free enterprise."

"The government should be like your partner in business and be available to help you solve your problems. These are favourable times and conditions for our business, and we feel as though we are wanted."

The development of the third Winnipeg plant is clear evidence that Mr. Nygard and Tan Jay are here to stay for a long time.

"Once you set up business in a certain place, it is natural that you want to stay. Our company roots are here, we have confidence in our investment here, and the people are much more genuine."

Employment trends in the garment industry are traditionally unstable, but Nygard is pleased that his staff in Winnipeg has remained fairly constant, despite the fact that the labour pool in the province is dwindling.

"Our people are dedicated to the company's policy of leadership in intensive research, long range planning and international fashion consciousness," he said at the Inkster plant opening.

The new plant is geared to elevate the garment industry's status not only in Winnipeg, but throughout Canada. He says the highly automated facility is the best of its kind anywhere, and represents a milestone in the garment industry.

"Our industry has had to overcome that sweat shop connotation," he explains. "This plant takes a back seat to no one in working conditions, engineering, design and equipment."

Sophisticated new equipment, costing up to \$50,000 a machine, (like the fusing machine, which is the only one of its kind in North America, and the pressing machines, which no other Canadian companies have) is considered to be the most up-to-date in the world.

"We have tried to replace labour with

equipment," says Mr. Nygard. "Manual skills are too monotonous, and are very hard to learn. We have tried to de-skill some of the jobs with machines so that the people do not have to undergo such lengthy training periods."

While the coming of the computer age to the garment industry might be heralded as a major breakthrough, it does have its problems, too.

"Down time on any of these machines is murder," says Nygard. "We need five skilled mechanics on the job at all times, but they are just not available. Therefore, our growth is limited by the number of talented technicians that are available."

To help alleviate this shortage, Tan Jay is working in conjunction with Red River Community College to establish workshops and classrooms at the Inkster plant to provide on-the-job schooling for prospective technicians.

Under the stern guidance of Peter Nygard, Tan Jay has unquestionably been a flag bearer in the garment industry. Nygard's blood, sweat and tears approach to work has rubbed off on many of his employees, and his 16-hour working days have been an inspiration to many. He does not necessarily expect everyone to work 'round the clock as he so often does, but he "expects them to meet the demands and rise to the occasion accordingly."

Although the days of rolling up his sleeves and getting down on to the plant floor are behind him, Mr. Nygard quickly points out that he is busier now than ever before. He indicates that about 40% of his time is spent on developing his products, and about 25% is devoted to special projects and new lines. The rest of his time is spent tripping across North America and Europe. He admits, without enthusiasm, to logging about 300,000 air miles every year.

"There is an unlimited number of opportunities in this industry," he says. "Each year we feel as though we are just starting up."

He is also interested in the motion picture industry, and would like to collaborate in a Hollywood project with his buddy David Soul of Starsky and Hutch fame.

All these things are in the future, but you must remember, Peter Nygard is a futuristic fellow.

"What you learned last year is old news today," he says. "In fact, the biggest weakness I have found in most people is that they don't look ahead at least five years, and make plans."

Five years from now might gross Peter Nygard \$100 million in Tan Jay sales, because he always looks ahead.

Canada Commerce

May 1983



Market Development

ISSN 0068-7251

Tan Jay International: Close Encounters Add up to Profits

by Tim Hopkins, Canada Commerce

The success story of Tan Jay International of Winnipeg, Canada's biggest manufacturer of ladies' sportswear, is the story of its Finnish-born owner, Peter Nygård. In 16 years, Nygård has brought his company's annual sales from \$800 000 to over \$60 million, and his intention is to break the \$100 million mark in the next few years.

Entrepreneurial from his childhood days in Winnipeg when he acquired paper routes and sub-contracted them, Nygård did a degree in business administration and took a job with Eaton's. Before long he was the head of 17 of the store's furniture departments across Saskatchewan, Manitoba and northwestern Ontario.

But Nygård wanted to be his own boss, and when the opportunity came in 1967, he was ready for it: he accepted a managerial job with Jacob Fashions Ltd. of Winnipeg, a small manufacturer of blouses and sportswear, announcing at the outset that he was interested in ultimately buying into the firm. Six months after starting with the company, he bought 20 per cent of the firm for \$45 000 with a borrowed \$8 000 and a goodwill agreement to finance the

balance out of future earnings. Over the next seven years Nygård would buy out the balance of Tan Jay, his new name for the company, and take in partners Murray Batte and Pat Alair to build a professional management team who share in the company's success.

Establishing the Market

In the late 1960s, Nygård made a decision that would affect the company right up to the present. Everyone was telling him that half the population was under 25, so he should go after that market. He concluded that if half the population was under 25, then the other half must be over 25, and it was the mature market he was going to pursue.

The results of a clever bit of market research led to another long-lasting trend. Hang tags containing a short questionnaire were attached to 25 000 of the company's garments, asking the customer her age, occupation, size, fitting problems, and the all-important question: "How does this fit?" Respondents were also asked if they could be sent a second, more detailed questionnaire.

There was a remarkable 15 per cent return on the hang tags, and the respondents were sent gift pens to fill out the second list of questions. This time the response rate was 50 per cent and it told Tan Jay what would sell.

There was certainly a need for garments to fit the woman over 25. She had to buy pants in one size and tops in another, and these combinations were always sold as outfits, not separates. Women wanted more choice and they also wanted the comfort and washability of knits, which were new at the time.

The company had found its niche: medium-priced, conservative-looking lines with an emphasis on co-ordinates which, even if bought separately, would mix and match easily into a complete wardrobe. The customer was free to buy one, two, three or four co-ordinated garments, and when Tan Jay started producing in colours that were compatible from one season to the next, it meant she could buy a jacket this year to go with the Tan Jay skirt she had bought a year earlier.

When the polyester era began, Tan Jay took off with it.

The company went international when Nygård concluded that it was pointless to manufacture blouses and sweaters which could be imported at less cost from Southeast Asia. These garments, which now represent about 25 per cent of annual sales, are manufactured under contract through offices the company has opened in Hong Kong and Taiwan.

Having established a market and an efficient way of serving it, the next thing for the company to do was to expand. In 1978, Tan Jay accepted an incentive offer of \$1.4 million from the Department of Regional Economic Expansion to carry out its proposal for a new \$4-million, 14 400 m² production/design/sales and distribution facility on



Peter Nygård, Chairman of the Board

Productivity

Productivity

Inkster Boulevard in Winnipeg. When the facility opened in August of 1979, it was undoubtedly the most modern garment manufacturing operation in Canada, and among the most efficient in the world.

Advanced Technology for Productivity and Quality

The Inkster Boulevard facility is a showcase of state-of-the-art technology in the apparel industry.

A computer for marking and grading patterns — the first of its kind to be installed in Canada — permits a 90-per cent use of the fabric to be cut. The computer takes into account such variables as the size of the finished garment, the shapes of the various components needed to make it, the direction of the weave needed for each component, and the width of the material from which the pieces will be cut. Then the computer produces a paper pattern showing the most efficient arrangement of pieces for cutting. "Grading" a size 10 pattern down to a size 8 is an automatic process: the computer produces another cutting pattern with the slightly smaller pieces rearranged for maximum fabric utilization.

The fusing machine was another Canadian first. Temperature-controlled to avoid shrinkage, it applies heat to such things as pockets and collars to fuse them to garments by means of a layer of a sticking fabric.

Matching colours and dyes — essential for a company which produces co-ordinates and combines imported and domestically made garments — is done by a machine which measures the length of time a beam of light needs to reflect back, and reduces this information to a mathematical equation. Even though slight variations in colour value are not perceptible to the human eye, the machine ensures scientifically that the allowable limits of variation are not surpassed.

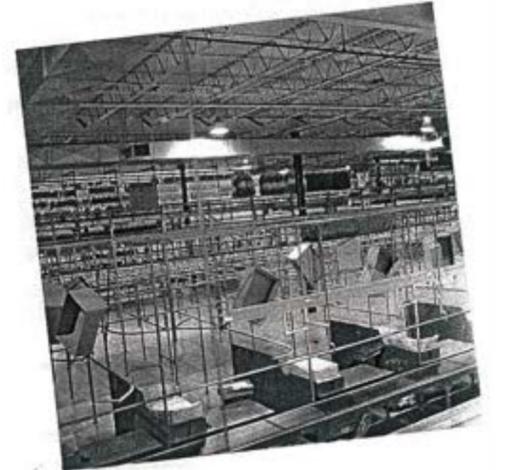
This season's styles are restructured for next year's market.

Another piece of computerized equipment in use is the LeMaire pants presser, manufactured in France. Before the pants or slacks are put together, the fabric is tested on the presser to determine the amount of steam, the length of application time, and the degree of pressure required to properly press and crease it. The data are determined for each fabric and memorized so that the appropriate pressing program can be instantly recalled for particular qualities of pants when they are ready for pressing.

Tan Jay improved the presser by developing an automatic pick-up system for the movement of garments through the process — an innovation that impressed LeMaire to the point of incorporating the modification into their own product.

A Rotating presser allows operator to position pants on one side of machine while another pair is being pressed opposite him.

B Packing stations are served by an overhead rail carrying ready-made cartons.



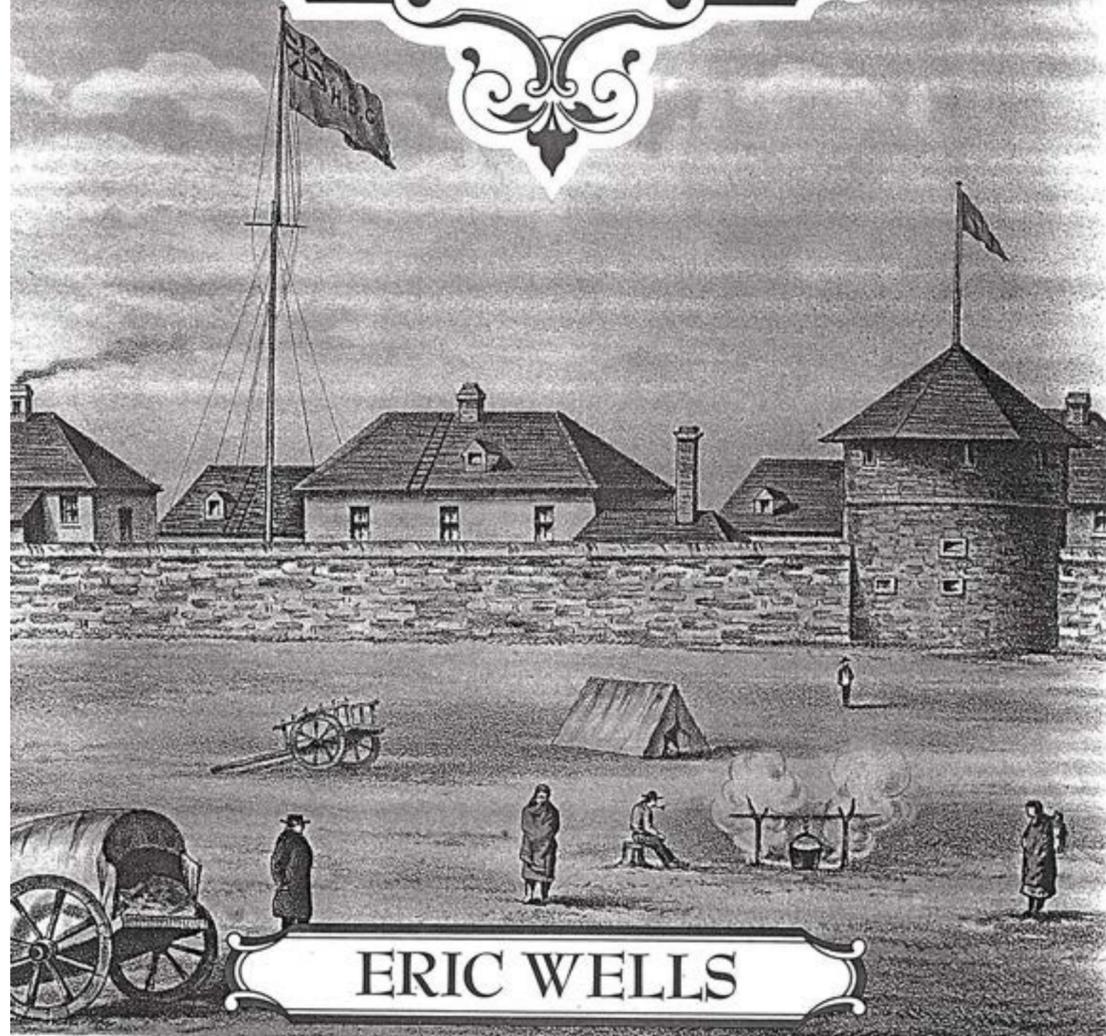
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Canada Commerce May 1983

WINNIPEG

Where the New West Begins
An Illustrated History



ERIC WELLS

WINNIPEG: WHERE THE NEW WEST BEGINS

TAN JAY INTERNATIONAL LTD.

In 15 years Tan Jay International Ltd. has proved that Winnipeg is an exciting, profitable business centre for companies serving an international market.

A manufacturer of women's fashions, Tan Jay caters to North American customers. Contemporary lines of suits, separates, coordinates, and sportswear have brought company sales from \$800,000 in 1968 to over \$50 million in 1980. Tan Jay's swift climb to prominence was spearheaded by its president, Peter J. Nygard, who played the key role in establishing an international name for both Tan Jay and the Manitoba garment industry.

Nygard, an around-the-clock worker, is a self-made man. Born in Helsinki, Finland, he emigrated with his parents to Canada in 1952. He completed high school in Winnipeg and college at the University of South Dakota. At 20 he started his business career with the T. Eaton department store chain and advanced swiftly to supervisor of home furnishings for the company's 17 stores in Manitoba, Saskatchewan, and northwestern Ontario.

In 1966 he joined the garment industry with Jacob Fashions Ltd. of Winnipeg. He impressed his employer with his drive and intelligence and was installed as company president. Nygard became part-owner in 1967 and named the company Tan Jay. In 1973 he bought the business outright and concentrated his energy on expanding production and sales.

Tan Jay built its success by designing its lines for a specific cross-section of the public. In the early '70s,

when other manufacturers were catering to youthful buyers, Nygard looked to the young Canadian working woman 20 to 30 years of age. The company manufactures four lines for this customer, known in the trade as the "Missy." Each line was brought to market after two to three years of planning and research.

One line, Tan Jay, features knits and wovens for a more conservative customer who is looking for long-wearing, season-to-season basics. Another line, Bianca, offers higher fashion sportswear for the more style-conscious younger customer and fills the gap between designer and moderately priced clothes. Alia, high-volume separates, and Parcours, career and casual wear, emphasize colour, fabrication, and fit.

The firm's rapidly increasing sales throughout North America have brought many economic benefits to Winnipeg. From its original modest plant on Adelaide Street in downtown Winnipeg, it expanded to four plants in its home city: Adelaide, Notre Dame, Inkster, and Broadway. The company also has production and distribution facilities in Montreal and offices and distribution centres in Toronto and Vancouver. Outside Canada, it has research and design facilities in New York, a production and distribution centre in Los Angeles, and extensive offshore operations throughout the Orient. The firm's newest plant, on Inkster Boulevard in Winnipeg, opened in 1978 and is one of the most modern garment factories in the world with the most sophisticated equipment available.

Tan Jay officials are proud of the role the company has played in modernizing the garment industry and improving its image. Each of the firm's plants is air conditioned and humidified, a far cry from the old days when garment factories were

referred to as "sweatshops." There are full-service lunchrooms and many other amenities in Tan Jay's colourful and airy plants.

Tan Jay has invested more than one million dollars in a computer on-line control and information system. This system, with its optical character recognition, eliminates manual counting and enables the firm to forge direct computer links with major retailers for the ordering, invoicing, and transferring of funds. This system eliminates the time and expense of much paper work.

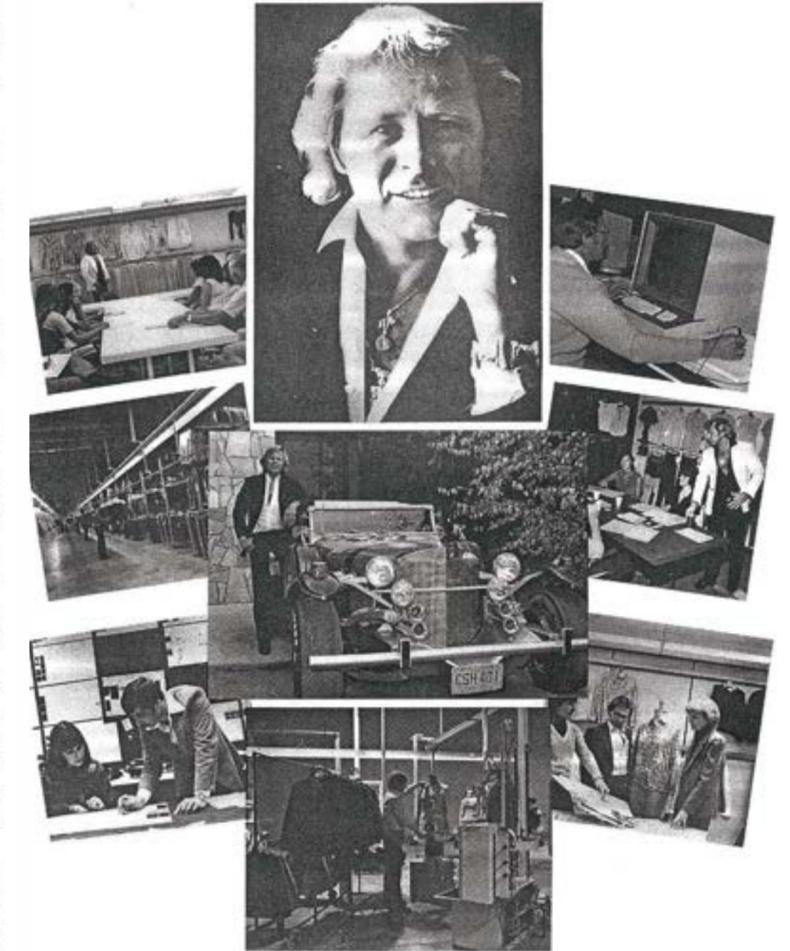
The Winnipeg company reached a milestone in its development in 1977 when it entered the United States market. Since then, United States sales have rapidly increased, particularly in the lucrative midwestern markets. The company's goal is to become one of the top 25 fashion companies south of the border, a goal it is confident it will achieve.

Much of Tan Jay's success can be traced to a hard-working, highly-productive management team. Since its early years, two key employees have been Murray Batte, the present executive vice-president, and Pat Chapdelaine, head of personnel.

Recently, Nygard has been honored by both educational and community groups. In 1978 he received the Sioux Award from the University of North Dakota Alumni Association. This award, the association's highest, is presented annually to an outstanding citizen who has contributed generously of his time and effort in community and business groups.

In February 1981, at a luncheon held in his honor, Nygard was named An Outstanding Canadian by the Winnipeg Chamber of Commerce. He has brought Tan Jay to a pinnacle in the past 14 years, but the summit is yet to come.

PARTNERS IN PROGRESS



In 15 years Tan Jay International Ltd. has proved that Winnipeg is an exciting, profitable business centre for companies serving an international market.

The People Who Made the News

FRIDAY, OCTOBER 11, 1985 CALIFORNIA APPAREL NEWS

Would You Walk a Mile For A Camel?

IT SEEMS THAT A LOT of people would go that extra mile not only for a camel ride—but just to see the fabulous pad on the beach of Peter Nygard, chairman of Tan Jay, U.S.A. and Canada. And what a pad. Lucky are the clients visiting in town, since it also serves as the company's international headquarters.

Nygard hosted Tan Jay's first annual clambake here at his three-level fantasy home and scenic spectacular in Marina del Rey

last week to the admiring exclamations of his guests: buyers and retailers from around the world. They were treated to camel rides, which were interspersed between dining on a vast array of specially prepared foods and dancing in Nygard's huge four-car garage. The cars, of course, were removed for the occasion, and the whole bash went on well into the evening.

The camels? Well, they smiled and snuggled in the warm sand.

—Mona Reffsin

PHOTOGRAPHY: RICK SWINGEL



Peter Nygard, chairman of Tan Jay, U.S.A.

"Nygard hosted Tan Jay's first annual clambake here at his three-level fantasy home & scenic spectacular in Marina del Rey last week to the admiring exclamations of his guests, buyers and retailers from around the world."

Mona Reffsin

Events

Tan Jay Heralds Fourth Year of Doubled Sales

TAN JAY HELD ITS FOURTH annual sales meeting, dinner and fashion show at the Marina International Hotel last week.

Peter J. Nygard, chief executive officer, was celebrating the fact that his U.S. division, now at \$50 million, has doubled its business for the fourth year in a row.

His \$100 million parent company has been one of the largest Canadian apparel manufacturers for 10 years.

Nygard, clad in a jacket designed in a bulky tweed from his factory, said Tan Jay is launching its Bianca and Bianca Nygard lines, out of the company's new design center in Gardens.

Tan Jay's moderate-priced lines have found a niche competing with other manufacturers of cotton- and wool-blend clothing by offering more updated styling, he said.

Nygard credits his 20-year-old company's success with its "fundamentally sound basis." The company benefits from a worldwide network of information on every market and frequent product development committee meetings, he said.

"It's not a fluke; it's not a big break, like in the movies. We built an institution with enormous staying power," said Nygard. "In the United States, you can launch with one product and fly it to the moon. But we designed our company for 20 years, not two years."

The fashion show, to introduce the new lines to the sales representatives, featured several groupings including Parcour, at ease wear in Comfort Cotton, and Oxford Street, wool-blend career separates in heather grey and grape, highlighted with green. The Clear Signals group offers careerwear in burgundy and navy with a splash of fuchsia.

—Heidi Novotny

PHOTOGRAPHY: RICK SWINGEL



New Tan Jay Fashions



David Kleinman, vice president of marketing; Jo Ann Miller, president of Jo Ann Miller Ltd.; Peter Nygard, chief executive, Tan Jay

Freer trade deal cited as boosting sales, jobs in our fashion industry

By Ann Auman Toronto Star

Sales and employment in the Canadian fashion industry would jump if a freer trade deal were signed with the U.S., say industry officials.

"I can see us doing \$100,000 in sales per employee, compared with half of that now," says Peter Nygard, chairman of Tan Jay International Ltd. of Winnipeg, Canada's largest manufacturer of ladies' sportswear.

Nygard, who is a member of Ottawa's international trade advisory committee studying freer trade, spoke at a luncheon yesterday in Toronto.

He said Canada's fashion industry has been stifled for 20 years because Ottawa has given in to pressure by a powerful textile lobby to restrict fabric imports.

Under a freer trade agreement, the Canadian industry would specialize where it has a competitive advantage — in fashion design and merchandising — rather than in garment manufacturing.

As a result, employment in these fields would increase while the number of low-paying sewing jobs would drop as industry shifted more production to lower-wage countries.

Jobs in the clothing industry would increase 65 per cent to 150,

000 by the year 2003, he says in a 1983 report on freer trade.

"Canada can have a meaningful fashion industry but it must make some major adjustments," Nygard said yesterday.

Canadian clothing manufacturers have been hampered by Canadian tariffs as high as 27 per cent on imported fabrics, and by high American tariffs on imported clothes.

The U.S. charges a whopping import duty of 42.5 per cent on such ornamented garments as jeans with metal studs.

And Canadian fashion designers work with limited fabrics because quotas and tariffs keep out many imported fabrics.

Lower prices

Designers often don't find suitable substitutes, and that's limiting the creative ability of designers as well as choices for consumers, said Nygard.

Prices of cosmetics in Canada would fall as a result of a freer trade deal, and that would help stimulate the industry, said Nathaniel Benson, vice-president and general manager of Clinique Laboratories in Canada.

Tariffs have distorted the cosmetics trade: In some cases, a Canadian-made cosmetic sells for more here than in Texas because some of its ingredients are imported from the U.S. and charged duty.

"The Canadian government isn't protecting jobs; it is merely generating revenue passed on to customers as higher prices," said Benson.



Nygard

"It's not a fluke; it's not a big break, like in the movies. We built an institution with enormous staying power. In the United States, you can launch with one product & fly it to the moon. But we designed our company for 20 years, not two years."

Peter Nygard



CORPORATE HEADQUARTERS: ONE NIAGARA STREET, TORONTO, ONTARIO

The Power of Peter Nygård

By Sheila Mudrick
 Towering at the forefront of the Canadian fashion industry is a vibrant, influential, controversial, outspoken and extraordinary man called Peter Nygård.
 It is no wonder that Canadians want to know more about the man who took a small Winnipeg garment business and turned it into an international empire that is generating sales of \$200 million dollars this year.
 The empire is currently represented in all major retail stores, countless independents and its own company stores by five labels: Tan Jay International, Tan Jay Classics, Bianca, Bianca Nygård, and Aia - with a new designer label due to be launched in Spring '88.
 This enormous market share was not won by following the crowd.
 In the '60s and '70s when "youth was hot", Nygård's acute business sense told him to play the renegade. "Everybody said half the market was under 25 and went after it. I went after the other half."
 His creative thinking took him in the opposite direction of his competitors on many levels.
 When others depended on American and European market research, he asked Canadian women what they wanted. They not only told him, they thanked him for asking. In the late '60s, one of their requests was "no miniskirts." Other manufacturers were cutting their skirts nineteen inches long and Nygård shipped them to his customers at twenty three inches. He developed garments in the mid price range, saying "it's not as glamorous but it's good business. When customers wanted it I was the Polyester King of Canada."
 His approach to management was modern from the start. He built his organization from a team of

professionals that shared his commitment to hard work - setting the company apart from the traditional family run garment business.
 Also unusual in Canadian manufacturing is Nygård's belief in doing his homework. At least fifty company employees wear and test the garments, and he sends newly developed products out to a focus group of twenty-six more people for opinions.
 In 1984, the company began operating under the corporate umbrella of Nygård International. This now includes headquarters in Toronto, production and distribution centres in Winnipeg and Los Angeles, sales offices throughout Canada and the United States and research and design facilities in New York, Montreal, Europe, Hong Kong, China, Indonesia and Taiwan.
 Looking to the future of retailing, Nygård International is opening its own stores with company ownership and franchising. Encouraging the entrepreneurial spirit of the "Mama and Papa" store, it is, at the same time, increasing business with major department stores through boutiques within the stores. The company's emphasis is not on store ownership, but to maximize its marketing strategy and control distribution.
 One Niagara Street, billed by company press releases as "North America's Newest Address for Success", is the latest monument to the Nygård dynamism. The smoked glass, open-concept structure incorporating a waterfall, retractable roof, fully grown trees, natural wood and billboard-size fashion posters is the new Toronto headquarters of Nygård International.
 There is a distinct feeling of nature, reminiscent of Frank Lloyd Wright's work, about the building

that Peter Nygård largely designed and supervised himself. It reflects his philosophy that pleasant living conditions increase productivity. He defies the typical merchant trader's "sweetshop mentality" that says "you can't build expensive buildings and still make a profit."
 All this is the brainchild of a man who was born in Finland, immigrated to Canada in 1952 and began his business adventure as a boy in Winnipeg subcontracting out his paper route. After gaining a degree in Business Administration at the University of North Dakota, he began his career with management training at Eaton's.
 In 1966 he joined Jacob Fashions - and shortly after took what he called "the biggest gamble of my life" - he bought twenty percent of the business for \$48,000 using his life savings of \$8,000 and borrowing the remainder. The following year he was a full partner and then went on to buy the whole company and rename it Tan Jay.
 Business was never Nygård's only interest. An active outdoorsman, he was a member of the Canadian Olympic Yachting Team and in 1976 won the North American Yachting Championship. Politics is a major arena in which Nygård's influence and interest has taken a firm hold. He is co-chairman of a fifteen member task force created in 1984 to recommend long term industrial strategies for Canada's textile and clothing industries to the federal government. He was appointed the only apparel representative to the International Trade Advisory Committee with the task of advising the government on all matters of trade including negotiations between the U.S.A. and Canada.
 He was elected president of the Canadian Ladies' Fashion Institute in 1986 and in that year was also appointed as chairman of the apparel and fur group to the Sectoral Advisory Group on International Trade. In other words, he is the key instrument in shaping the future of the powerful Canadian apparel industry. Nygård believes in taking a positive, active position with whatever government is in power.
 Until recently, Nygård has been a convinced and outspoken advocate of free trade, firmly believing that it would be good for the country. He particularly advocated a controlled scaling back of tariffs and quotas on textiles between Canada and the United States.
 However, a new clause inserted by the U.S. textile industry requiring that only North American textiles be covered by the agreement has reversed his position on the free trade deal as it now stands. He says that since the garment industry currently uses approximately 43 percent of imported fabric - the quality textiles that make our clothing "high fashion" - it will be severely restricted by this development.
 When asked how free trade will affect the consumer Nygård says, "she will have fewer fashionable goods to buy at a price point she can afford than before "free trade". It in fact lowers her standard of living. In most industries, free trade will work to lower the cost of products. But (with the inclusion of this clause) that is not the case in our industry. The clothes the middle income consumer wants will not be available in the same quantities as before and will probably go up in price... the kinds of clothes the fashion consumer doesn't want - your basic polyester goods - will



Peter Nygård

Clothes made the Man



In all truly superior design, form follows function.

Nygård International's stunning new corporate headquarters in Canada clearly meets this demanding criterion, by any standard. And goes well beyond! From without, the entire concept reflects the pride of place spirit of one of North America's most successful women's apparel manufacturers. Internally it mirrors that special dynamism of an innovative management determined to set a new pace for the fashion industry. The centre's fully integrated state of the art facilities in combination with custom showrooms have been designed to raise Nygård's capacity to a performance level unparalleled anywhere.
 Nygård International - Toronto's newest address for success!

P. J. Nygård
 P. J. Nygård



Marketing

Peter the Great

Between parties and politics, this entrepreneur has built a \$200 million fashion empire.

By MICHELLE MARKMAN
 Executive Editor

TORONTO—SOME WOULD call Peter J. Nygård flashy. The self-made multi-millionaire maintains ostentatious cars at all of the buildings he designed along elaborate "Garden of Eden" themes. He surrounds himself with beautiful women at the lavish parties he throws. Even his appearance—in athletically built, bronzed, blue-eyed blond—is flamboyant.
 "I'm certainly not a slouch at the social world," says Nygård, the 39-year-old jet-setter who takes off from his main residence in the Bahamas to his Toronto headquarters or his Marina Peninsula beachfront home in Los Angeles or wherever he happens to have business engagements. "But I live in many worlds very comfortably. Sure, like the niceties of life and enjoy my flamboyant image. However, people must take me seriously."

And they do. Nygård, the founder and chairman of the board of the Toronto-based Nygård International—maker of sportswear under the Tan Jay International, Tan Jay Classics, Bianca, Bianca Nygård and Aia labels, and the recently acquired General Outerwear private label leather company—controls a women's ready-to-wear business with annual sales reaching nearly \$200 million. As an industry leader and free trade advocate, Nygård chairs several of Canada's powerful industrial and international trade committees. As a successful international businessman, Nygård ran the ear of the powerful and the political around the world.

Fashionable Free Trader

Nygård's fair and business visions have earned him the reputation of "a free trader with the right style." For four years, his energy has been focused on promoting the principles of free trade in an official capacity, including appointments as chairman of the Sectoral Advisory Group on International Trade representing the apparel and fur industries, and the only apparel representative to the International Trade Advisory Committee. These roles seem appropriate: Nygård International lays claim to production and distribution centers in Winnipeg and Los Angeles, research and design facilities in New York, Montreal and Europe and operations throughout the Orient and the Caribbean.

Nygård has met with leaders in business, labor and government sectors to formulate practical import policies. He fervently believes in adopting a global, rather than a North American, approach to free trade: He emphasizes long-term strategies based on free remissions over short-term gains from further import restrictions. And he's been outspoken on—and often unpopular for—his stance that Canada's fashion industry must have access to world sources of quality fabrics in order to be competitive in the international apparel arena.

Although Nygård felt the proposed U.S.-Canadian trade agreement was "containing and only half of the free trade pie," he was disappointed that Canada's Liberal Party would ratification, hanging the fate of the world's largest trading agreement on the outcome of the national election. And as head of a company that collects more than 50 percent of its sales from U.S. operations, his views are paid attention to.

Back to Business

Now, between the politics and the parties, Nygård is increasing his active involvement in improving his own business, particularly the U.S. Nygård Inc. operation. "We are known in Canada," he says. "We have to try to increase our profile in the United States."

He has big plans for boosting the 23-year-old company's U.S. sales. Most recently, he has been working with Lina Nygård, his sister and the president of the U.S. Nygård Inc., to realign the Tan Jay division's management teams and strategies in the States. Toward the end of July, after a brief respite in the Bahamas, he flew to his Toronto headquarters to host an international, Spring '89 sales and marketing meeting—complete with fashion shows, an award night banquet and a dinner cruise—for the company's Canadian and U.S. management, merchandising and sales staff.

Focusing on the career and casual end of the moderate business, Nygård points out "these markets are solid. Retailers, treating moderate like an orphan category, have turned to better-priced fashions for prestige. However, moderate merchandise has been making money and supporting the mark downs on better goods."

The soft moderate market situation opens opportunities for sharp manufacturer-

ers, according to Nygård. He claims that retailers are more receptive toward newness in a category that is undergoing tough times.
 In Nygård's view, the moderate era is coming back after several years of sliding on the fashion cycle. "It is important to stick with a category while it's soft in order to ride the crest of the wave when it takes off," he explains. "If a manufacturer doesn't catch the wave in the beginning, it won't be there to ride the swell."
 "The companies that are consistent in their categories have a better chance of getting the dollars when budgets are re-allocated," says Nygård. "This is a long-term strategy. It may take a year to happen. But we are already beginning to see increasing interest in the moderate casual, career and knit business."

Maintaining a Moderate Mode

Nygård's plans call for continuing to emphasize these areas in a major way. He sees his strategy as a three-pronged approach to increase the company's casual, career and knit divisions. "We are committed to the casual end of the business out of California. However, in order to do any end well we have to be better than the competition." The sign on the podium drives home his point: "The only way to increase your share is to take it from them."

Manufacturers, particularly in the moderate market, are competing with companies on both sides of the fashion fence. Retailers' private label programs have definitely carved out a huge slice of the smaller moderate pie. Private label programs tend to "knock off" styles rather than create fashions. Yet, recent consumer focus group studies show that shoppers prefer moderate sportswear brands over private labels because of a more consistent quality.

The trick in building brand loyalty is to tie the label into a specific segment of the market—to emphasize the association between name, product and quality in consumers' minds.

The idea is that the merchandise must excite the consumer, whom Nygård defines as a Middle American in terms of demographics. "She ranges in age from 25-55, has the misc. body type and life style, and is part of the largest segment of the



Peter Nygård

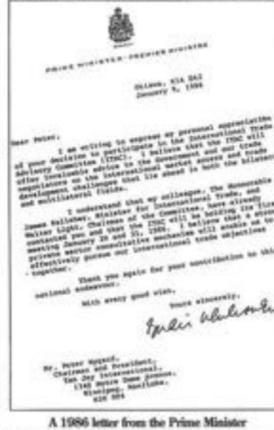
population," he says. "This consumer will wear what she feels comfortable in, but she definitely wants new looks. The industry can take its cue from the cosmetic industry. Cosmetic firms make women feel more comfortable by teaching them how to wear makeup; we can teach them how to put clothes together."

"There is a middle ground to be searched out in the moderate misses market," he says. "The idea is to borrow from the styling concepts that create fashion excitement in other markets, and interpret the moderate area in a fresh way."

But Nygård warns that a new look doesn't necessarily mean using more costly fabrics that translate into higher prices—a mistake that many moderate manufacturers have made in the past. There is no room to raise prices, he says; the market won't bear it.

And if the merchandise lacks quality or looks like everything else in the market, consumers have shown that they won't buy. In the apparel industry, planning for profits down the road is not for the weak of heart that wait until a category is close to its peak before following suit. "It takes courage to stay with long-term strategies in soft markets, and to stay with styling directions that feel right," says Nygård. "In the U.S., like no other country, manufacturers and retailers tend to jump on a trend in order to stay with the pack. And this over-play often kills what should have been a strong fashion classification."

Nygård thrives on the fashion industry. "I don't consider it working. If I did, I'd be doing something else," he says. "A lot of people want to get into the fashion business. Why not? It's an exciting business to be in."



A 1986 letter from the Prime Minister

"Nygård's flair & business visions have earned him the reputation of a 'free trader with the right style.'"

Michelle Markman

Fashion who's who lunches with Mila

Michael Tong's mother was invited. To be sure, it was fun and William King was most interested to be invited to lunch with Mila Mulrooney at 24 Sussex Drive last week.

Mulrooney, who gives regular lectures, usually invites a cross-section of about 40 people for a section of her life, says press secretary Denise Berrone. But through there were a handful of MP's, actors, actresses and television personalities in attendance, but week's event was definitely oriented toward designers.

Designers Tong, King, Ly, Patricia Levesque and Alfred Jung of Toronto, Les Chevaliers and Jean-Claude Patras of Montreal, musical actor, Peter Mulrooney and retailer Shari Crook were just some of the fashion names present.

Even the men had a fashion theme, with puffed-up cravats.

Fashion Notebook
Jane Mussett



Mila Mulrooney Cracker was shaped like scissors at lunch thrown by Prime Minister's wife.



FLARE

"Career women are starting to make big bucks, and they're ready to spend them." That's the reason Peter Nygård—the blond, bewy Fen behind the \$200 million Canadian clothing empire called Nygård International—decided it was time to launch a collection of high quality women's wear.

Although Nygård made his name in the mega-mass polyester market, his new Peter Nygård Signature Collection is both classic and edgy. The collection has a modernized, late-1970s look, with soft, feminine detailing in its menswear-inspired suits, and Rita Hayworth jackets. It includes lots of checks and

Runway previews—Classics from Nygård

skirts, slipped waists, and pasties.

Although last year's fashion, particularly the short skirts, confused women and kept them out of the stores, Nygård is confident that women really do want to buy clothes. The difference now is that they want less volume and better quality—and that's what the Peter Nygård Signature Collection aims to provide.

Nygård has presented his collection to retailers across Canada in his typical splashy style. His knock-'em-dead show, complete with lasers, smoke, and vibrant presentations, makes its grand finale performance at the Festival of Canadian Fashion on March 20, 9 p.m. at the Metro Toronto Convention Centre.

—Sheila Stanley

Polyester Viking
Peter Nygård, the largest clothing manufacturer in Canada, is stepping up his fashion profile with a new label. As for his personal style, picture a fitting Rocky: tough guy bomber jacket, Narva-kink hair, gold neck chain. Land, ho!

THIS is Gloria Gaudette

By VALERIE GIBSON
Fashion Editor

"This is Gloria Gaudette," she tells me as she sits in her office in Toronto. "I've been who you are interested, she's the new fashion designer at Nygård International." She says she's been working with Nygård for a year and a half, and she's been very successful. She says she's been working with Nygård for a year and a half, and she's been very successful.



FROM THE PETER NYGÅRD SIGNATURE COLLECTION BY GLORIA GAUDETTE. (above) pleated skirt with gold neck chain. Land, ho!

As '64 Classmates Gather Nygård Gives \$100,000 to UND

Canadian apparel manufacturer Peter J. Nygård has pledged \$100,000 to the UND Foundation. The 1964 graduate's gift, to be used for priority needs of the University, including the funding of high achiever scholarships, is equal to the \$100,000 goal of the 1964 class gift.

"Never before has a class presented gifts of this magnitude to UND in celebration of its 25th reunion," said Earl Ströden, executive vice president of the UND Alumni Association and the UND Foundation. "We are most appreciative to Peter and Joan of the UND family in taking pride in its business success."

(See profile of Peter J. Nygård below) The gift will establish the Peter J. Nygård endowment at UND.

Class President Wes Christenson challenged his 917 fellow class mates from 1964 to match Nygård's gift with an additional \$100,000, with income from that endowment to be used for scholarships for worthy students in the UND High Achievers Program.

More than \$30,000 has been raised in gifts and pledges toward the goal, he said. Winners of the scholarships, which will be awarded beginning in 1990, will be known as Class of 1964 High Achiever Memorial

Scholars in memory of deceased classmates. "Over the course of the next year, we will be attempting to raise an additional \$70,000 from our classmates," he added. "We have a number of people in our class who have achieved financial success in their careers in law, medicine, engineering, farming and ranching, finance, real estate and business generally who are capable of making gifts and pledges over several years in the multi-thousand dollar range."

Ströden said that the 1964 class gift project is the first successfully undertaken by a UND class marking its 25th anniversary and lauded the class for its efforts to pro-

vide much needed endowment for scholar ships for UND's best and brightest students.

Christenson said the 1964 class gift will be "an example to the classes of 1966, 1968 and those that follow as they celebrate their silver jubilee. We challenge them to replicate and exceed our efforts."

He thanked Nygård for his generosity "and all our classmates listed in this issue for their gifts that will benefit future generations of UND students. This is our way of saying thanks to Alma Mater for the outstanding education we received 1 quarter century ago."

Dakota Student

An Extra Edition for the UND Class of 1964
The Class of '64 Dakota Student
October 27, 1989

Nygård: This 1978 Sioux Award Winner Works 18 Hour Days

Intentional from year 13 leg his life savings of \$6,000 and borrowing the remainder.

He ignored the industry's risk to cater to youth market of the 60's. Instead, he after the extremely lucrative, almost forgotten, "other" half of the market—the unobscured private life of clothing catering to the woman over age 25.

Within a year he became a full partner in Tan Jay. Three years later he bought it outright and built a professional management team.

Few—if any—of UND's tens of thousands of alumni can claim the amount of success and fortune that Peter has achieved. He is chairman of the board of Nygård International, Canada's largest clothing manufacturer, with sales yearly in excess of \$200 million.

His global enterprise includes production and distribution facilities in Winnipeg, Thunder Bay and Los Angeles; corporate offices in Toronto; sales offices throughout Canada and the U.S.; research and design

facilities in New York, Montreal, Europe, Korea, Hong Kong and mainland China. His U.S. operations, only 10 years old, brought in \$100 million in sales in 1988. He brought in \$100 million in sales in 1988. He brought in \$100 million in sales in 1988.

A visionary by nature, Peter has for years been advocating free trade. One of his UNO presidents and then dean of the College of Business and Public Administration, he was intrigued with Dean Clifford.

"I was intrigued with Dean Clifford," Peter said. "The man would come and speak to us at the Marketing Club. He would ask us what we wanted him to talk about and for how long. Then he would do it—brilliantly and without notes."

"I never forgot him or his example," he added. "When I got out of UND and into the business world, I practiced and practiced to have that skill. Few people can think on their feet like President Clifford has."

"And I am pleased that Tom Clifford has been with us as a distinguished guest when we have celebrated our achievements at Nygård International."

With five homes to choose from and five

Excelsior automobiles, Peter tries to make his home six months a year at Nygård Point in the Bahamas. It's his private get-away. Eighteen-hour work days are not unknown to him. He prefers to think of his work as relaxation. "Work is only work when you'd rather be doing something else, and by that definition I really don't work much."

A public figure, he is an intensely guarded, private individual who attributes his success to his parents and says it up with one simple Finnish word—*sisu*. "That's Finnish perseverance, staying power," he explains. "You don't buckle under when there's a problem. Once you get delirious about and for how long. He will be back. Every Peter has. He will be back. UND with his '64 classmates, but he has to do the reunion short to do a comment on TV's "Lifestyles of the Rich and Famous."

Then it's back to his \$7 million in headquarters in Toronto to, in his words, "bring even greater quality to our products."

But this is no cheerless workaholic. The Finnish-born Nygård thinks of his work as relaxation. Small wonder, "Work is only work when you'd rather be doing something else, and by that definition I really don't work much," he once said.

—Al Watson, The Councilor



Nygård: Canada's Horatio Alger

Peter Nygård, who earned his UND reputation in 1964, did not work his way up. He built his way up. He built his way up.

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Peter J. Nygård

NYGÅRD PRÉSENTE SA COLLECTION D'AUTOMNE 89!

de la collection SIGNATURE PETER NYGÅRD d'automne

maintenant disponible en magasin. Il est disponible dans le domaine de la mode en ce genre de tant acquiescent de "signature fashion".

Figure dominante dans le monde du Canada, PETER NYGÅRD célèbre son anniversaire 25ème anniversaire de NYGÅRD INT'L.

Collection at head of class

By RENEE DOBRYTER
Fashion Reporter

THE public isn't in classic. Peter Nygård Signature Collection until the end of March at the Festival of Canadian Fashion in Toronto, and it won't be in the stores until June.

This past week, however, buyers, retailers and media across the country were treated to a preview of what could be the most heavily hyped collection of clothing Canada has ever seen.

The collection is designed by Mr. Jay designer Gloria Gaudette, who made the move to Nygård International last month ago. Naturally enough, the collection looks very much like Mr. Jay's of seasons past: tasteful, wearable, ultra-conservative career sportswear with occasional nods to high-fashion trends.

"The line is classic, contemporary — I'm doing what I've always done, what people have come to expect from me," Gaudette says.



TOURONTO — "When we do what a line, it's a three-year process," explains Peter Nygård, head of Nygård International. "We put a great deal of research into the fabric and the components are selected and are marketed before the final results are ready for launching."

"Probably the best way of describing the process is to think it

FASHION

New line launches career switch

Why is Gloria Gaudette smiling? She has reason to be. She has just landed her first career job with Nygård International. It's the first job appearing in B.C. since it

GLORIA GAUDETTE, PETER NYGÅRD: her designs are aimed at the working woman

and the Orient. The company's Toronto headquarters has under Nygård's leadership been in the top 100 in Canada for several years. He won't reveal his starting salary, but he says he's "20 and starting a new life with few resources."

Today Nygård has a home in North York, Ontario, and a second home in California. He works 15-hour days, seven days a week. He entered the Canadian clothing industry in 1967, when he joined a fashion firm called Tan Jay. He has 13 kids, including Tan Jay, Peter, Patricia, and the late Gloria.

she has made a career change, moving from her position as a fashion designer to her new position as a fashion reporter for the Toronto Star. She says she's been working for Nygård for a year and a half, and she's been very successful.

Gaudette's name was known to Nygård when she designed the Mr. Jay collection. He was impressed with her work, and he decided to hire her. She says she's been working for Nygård for a year and a half, and she's been very successful.



Canada's National Newspaper

FINNAIR

The Globe and Mail

NYGÅRD LAUNCHES HIS "SIGNATURE" COLLECTION

infused and resonant. When all these components come as one, you have a big hit on your hands.

The company's upcoming Peter Nygård Signature Collection is specifically designed to fill a gap in the marketplace between mid-range contemporary sportswear and high-end (high priced) designer label sportswear. The collection features as many as 100 garments, created with the most advanced techniques available in the industry. The total investment in the new line is in the range of \$200 million. It is an industry leader. The collection brings the expertise of fashion designers and merchandisers to a new level of product.



SPOTLIGHT on Canada

PETER NYGÅRD

The long jacket/short skirt combo is a hard one to beat, says Peter Nygård, Canada's largest fashion manufacturer and overseer of the Peter Nygård Collection. "By raising the skirt and dropping the jacket, it gives women a taller, leggier look. The long jacket gets past the problem areas because it doesn't stop at the hips and glides over thighs. And the collarless, V-neck style lengthens the neckline. This combination has everything going for it."

The flamboyant jetsetter, who once threw a bash that featured candel rides at his Marina Del Rey factory home, is currently gearing up for personal appearances in Saks Fifth Avenue stores in the States. The prestigious American retailer has signed a deal to put the Peter Nygård collection in its more than 50 stores. Add in the work for spring: Peter Nygård petites and larger size collections. The self-made man, who predicts short skirts will be around for another 10 years,

says that design, be it clothing or architecture, is his first love. He is building a new home in the Bahamas, which will be one of the largest private residences in the world—a 100,000-square-foot structure which disappears into the mountains. "It's kind of a house and outdoor living space combined." Robin Leach checks out the work-in-progress, which is taking four years to build, on *Lifestyles of the Rich and Famous* in September.

NYGÅRD

N W D

INNERWEAR/LEGWEAR REPORT

NEW MARKET SOUTH OF THE BORDER

In October, designated Peter Nygård arrives will open in Saks Fifth Avenue. Lynne Ronis, vice president and divisional merchandise manager of career and casual sportswear at Saks, said the holiday season will be launched with an appearance in the Manhattan flagship on Nov. 14. Nygård has been in business for 20 years. The \$200 million wholesale and retail operation is divided into three wholesale divisions by price points. The Peter Nygård, Basics and Blanca Nygård lines are in the better-than-average division, while the Peter Nygård Signature, Collections International and the title "Chic" a petite collection. The Tan Jay and Aloa collections, Tan Jay and Aloa collections, the moderate sportswear price. Nygård said 50 percent of the business is done in the U.S. and the rest in Canada. Nygård said the firm has 100 stores who operate in 100 countries. He said the firm began selling the Tan Jay collection in the U.S. in 1978. "Now we're concentrating

such as Italy, France, Germany and Japan. Nygård was chairman of the Canadian advisory committee to the Free Trade Agreement for two years. That ended in 1987 when the deal was signed between the two countries. Before that, he chaired the Canadian Industrial Strategy board for textiles and apparel for two years. Under trade law, a company that uses imported fabric must apply for quota. Nygård agrees internationally and is subject to quota. "The Free Trade Agreement forces us to work with America and it forces America to look at Canada as a viable market and that's good," he points out. "What's bad is that companies are forced into a Japanese deal (using domestic fabric). Then they have to subsidize a lot of their production and it's a disadvantage to the whole agreement. You should be able to deal with Canada exactly the way you deal with Japan."

Under trade law, a company that uses imported fabric must apply for quota. Nygård agrees internationally and is subject to quota. "The Free Trade Agreement forces us to work with America and it forces America to look at Canada as a viable market and that's good," he points out. "What's bad is that companies are forced into a Japanese deal (using domestic fabric). Then they have to subsidize a lot of their production and it's a disadvantage to the whole agreement. You should be able to deal with Canada exactly the way you deal with Japan."

niipeg Free Press
Friday, January 24, 1991
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* Biggs, Features Editor

TEMPO/Fashion

Words of Vision

By Rhoda Feldman

special to the Free Press
CLOTHING MANUFACTURING
Lynne Ronis, vice president and divisional merchandise manager of career and casual sportswear at Saks, said the holiday season will be launched with an appearance in the Manhattan flagship on Nov. 14.

But fashion's future is clouded by uncertainties induced by the GST and an unfolding free-trade agreement that he says is a bad news. Nygård heads the Nygård International empire, which he launched in 1967. Most of company's goods produced here, in five facilities, although industry entrepreneur moved his head office to Toronto in 1986 on the heels of his good disaffection with the NDP government's policies.

Nygård's office opening is announced on a Times Square billboard. The company also runs its own stores within Dillard's Canada and will expand its business in Dillard's in the U.S. beginning with a new line, Peter Nygård Signature. The new collection, which will sell exclusively in 50 Dillard's stores, will be showcased in the bridge area of the store beginning Feb. 15.

But that's not the end of the expansion plans. Nygård already has several licensing deals for products ranging from accessories to home furnishings throughout Canada. The move to Manhattan also will bring a licensing division to the U.S.

Over the past 38 years, Nygård has turned his company into a state-of-the-art maker of branded and private label sportswear, with operations around the globe. Entering the U.S. market in 1978, Nygård's revenues remain strongest in Canada.

Plans are also under way for the construction of Nygård Village in Winnipeg. The first part of the \$80 million Village was the opening of a Nygård store and the TV studio space for the Nygård Fashion Network, which opened there in April. By 2006, the Village will house the new museum, residential lofts, fresh-food stalls and a two-block-long covered retail atrium.

The best look for '91 is a 20-inch skirt teamed with a 34-inch jacket, says Nygård, while admitting that 34-inch skirts are "asin."

He also believes that consumers are looking for value, even more so than before.

It's no longer in vogue for people to overspend on high-priced clothes, suits or anything. I think that kind of de-emphasizing of conspicuous spending and the search for good solid value will affect shopping habits," he says.

"People are tired of seeing merchandise with inflated prices and then seeing that merchandise go on sale two weeks later. It makes people feel they have been cheated. They want value in the first place."

Nygård says that with judicious buying, his company has dropped prices by about 30 per cent going into 1991. In spite of GST, he says, his top-end products are less expensive this year than last.

The recession also has taken its toll on the fashion industry, he says. "The downturn of retail business and the decrease of traffic has been going on for about a year now. Women aren't shopping and the fashion industry has been taking it on the nose."

The full effect of the GST and of free trade has yet to be felt on the fashion industry, he points out, which will make it even tougher for the trade.

"The GST is completely at the expense of the fashion industry," he says. And that seven per cent tax could be driven up another three per cent when the cost of administering it is factored in, he points out.

He also expects the effects of free trade to hit by 1992, and that it will adversely affect the country and the industry.

PETER NYGÅRD
He has clawed his way into top five clothing makers in North America.



SPORTSWEAR REPORT

SCOOP

NEW YORK — While many top American and European designers have been putting together secondary collections at less expensive price points, a Canadian moderate-price manufacturer is moving in the opposite direction.



Lynne Ronis

Peter Nygård, who has built a \$200 million moderate-sportswear business based in Toronto, has developed a bridge signature collection for the U.S.

"It's the first time we've ventured in this price range," said the Finnish-born Nygård, chairman of Nygård International, on a visit here last week.

Nygård is selling his new bridge sportswear line exclusively to Saks Fifth Avenue until May. It's currently being carried in all 48 Saks stores throughout the country.

free-trade agreement between the U.S. and Canada. Nygård served as chairman of the clothing and fur sector for Canada's Sectoral Advisory Group on International Trade, which advised on the free-trade deal. The pact, under which tariffs are being phased out over 10 years, went into effect in 1989.

He said that as a result of the free-trade agreement, his Canadian-produced line is able to beat Hong Kong prices. The Nygård collection is manufactured primarily in Winnipeg.

Since 1978, Nygård has been selling his Tan Jay line to the U.S. The thrust of Nygård's fall collection is four-ply silk crepe, made into jackets, blouses, skirts and pants. The signature collection has been available to the Canadian market for two years and was tested at Saks for spring. Saks apparently believed in it, and wrote a big order.

"The response was so great with Saks, we decided to stop it right there," said Nygård, explaining why the line is confined to Saks until May.

Lynne Ronis, vice president and divisional merchandise manager of sportswear for Saks, said the first delivery for early fall in mid-September had a 65 per cent sell-through in four weeks. Saks now is getting monthly flows of 15 to 18 new styles, and the store has planned its program with Nygård until May.

To officially launch the line, Nygård will make an appearance at Saks on Nov. 14, when his collection will be given a runway showing.

For 1992-1993, Nygård projected volume at about \$20 million in the U.S., and another \$20 million in Canada.

Of Nygård's \$200 million volume this year, \$50 million is generated by the U.S. ■

— LISA LOCKWOOD



(Above) Peter Nygård and model in Nygård's black pleated skirt and nautical single-breasted quilted jacket, both in four-ply silk; (right) the black silk crepe pants and crepe silk crepe jacket

Retail prices range between \$120 and \$160 for bottoms and blouses, and between \$200 and \$320 for jackets. This is twice the price of Nygård's moderate-price collection, Tan Jay.

Nygård equated his company's move into more expensive price points with what has happened in the Japanese automobile industry. "When the Japanese started out, they were making toy cars, and they kept

getting better and better." Nygård said he likes being a player in the bridge sportswear arena. "We put more value into the product. It gives us a good chance to build up our manufacturing skills." In contrast, he said, top designers have to take value out of a product when they do their secondary lines.

"I do like to keep going and make a nicer product. We built our business on moderate sportswear, but it's wonderful to do expensive lines that sell."

Nygård's signature line is carried on Saks' seventh floor at

In the Mainstream



Peter Nygård Signature, a new division for the company, will launch in the spring.

Nygård Takes On N.Y. With a Vengeance

By Julie Greenberg

NEW YORK — A move to Manhattan is only the beginning of a new phase for Nygård. In May, the 28-year-old Winnipeg, Manitoba-based sportswear firm is shifting to 1435 Broadway, where Nygård's new world headquarters will occupy all six floors of the building. Soon after, the company will add four more floors to the building, which will give it 30,000 square feet of space in total.

The move for Nygård, which generates 1 billion Canadian dollars, or \$342 million, in revenue for the company, "once we secure our business in Canada, we will begin an even bigger expansion in the U.S.," he said. "But that will come in time; we want to protect our own turf first and will never ignore where we came from."

The company also runs its own stores within Dillard's Canada and will expand its business in Dillard's in the U.S. beginning with a new line, Peter Nygård Signature. The new collection, which will sell exclusively in 50 Dillard's stores, will be showcased in the bridge area of the store beginning Feb. 15.

But that's not the end of the expansion plans. Nygård already has several licensing deals for products ranging from accessories to home furnishings throughout Canada. The move to Manhattan also will bring a licensing division to the U.S.

"We are already in talks for licensing product in the U.S.," he said. "But I imagine it will be a big part of the business we do in the U.S. as time goes on."

Over the past 38 years, Nygård has turned his company into a state-of-the-art maker of branded and private label sportswear, with operations around the globe. Entering the U.S. market in 1978, Nygård's revenues remain strongest in Canada.

Outside of his life in the apparel arena, Nygård is busy on other fronts. Currently, he is constructing the Nygård Heritage & Fashion Museum in Winnipeg's Exchange District. The museum will showcase the small shed where he lived with his family when he first moved to Canada along with other memorabilia from the Nygård settlement.

Plans are also under way for the construction of Nygård Village in Winnipeg. The first part of the \$80 million Village was the opening of a Nygård store and the TV studio space for the Nygård Fashion Network, which opened there in April. By 2006, the Village will house the new museum, residential lofts, fresh-food stalls and a two-block-long covered retail atrium.



Nygård's office opening is announced on a Times Square billboard.

...ne Presu... His En... and M... have the p...

with Peter Nygard and Ma... to a luncheon... National Gallery of Ca... 1990 at 1...

Dan Quayle
September 6, 1991

... J. Nygard
... uth San Pedro St.
... California 90248

... Nygard:

It gives me great pleasure to inform you that at the last meeting of the membership committee of the Republican Senatorial Inner Circle, your name was placed in nomination by Senator John Seymour and you were accepted for membership.

To welcome you to the Inner Circle, I would like to personally invite you to join me at a private luncheon for Inner Circle members. The luncheon will take place during the upcoming Inner Circle Fall Briefing on October 27th and 28th.

Our official business meetings open the morning of October 28th, when you'll be participating in a full day of closed-door issue briefings. We'll be discussing global and political perspectives on trade, the economy and emerging democracies, and the 1992 election campaigns. Accordingly, you'll be meeting with top experts in these fields, as well as with Republican Senators and members of the Bush Administration.

Senator Bob Dole will be sending you your formal invitation to join the Inner Circle and the complete agenda for our Fall Briefing in a few days. I sincerely hope you will accept membership in this most important organization.

Arnold Schwarzenegger, George Shultz, Sam Walton and other distinguished Americans have already joined the Inner Circle. Like you, every one of them has demonstrated a solid commitment to our nation's ideals and principles.

In closing, let me congratulate you on your nomination. I look forward to seeing you in Washington on October 28th.

Sincerely,

[Signature]

Mr. Peter J Nygard
Nygard Inc
14401 South San Pedro St
Gardena, California 90248

...MINISTER - PREMIER MINISTRE
Ottawa, K1A 0A2
January 9, 1986

and Mrs. Mila Mulrone
have the pleasure to invite you to
a Special Performance
in the Opera of the National Arts Centre, Ottawa
on Tuesday, October 29th, 1991
at 6:30 p.m. for 7:00 p.m.

A reception will follow the performance

Black Tie
Cocktail Dress



The Honourable Lincoln M. Alexander
Lieutenant Governor of Ontario
and Her Honour Mrs. Yvonne Alexander
request the pleasure of the company of

Mr. Peter Nygard and
at a dinner on the occasion of the
His Excellency Mauno Koivisto
President of the Republic of Finland
and Mrs. Koivisto

Tuesday, October 9th, 1991

BOB DOLE

September 9, 1991

Dear Mr. Nygard,

On behalf of my colleagues in the U.S. Senate, it is my privilege to invite you to join the Republican Senatorial Inner Circle for a party on October 28th.

Senator John Seymour placed you in nomination because he believes your accomplishments and our nation prove you worthy of membership in this prestigious organization.

The Republican Senatorial Inner Circle is a group of individuals who gather together to discuss national and regional issues and business and social ga...

...to become a member of the
...ran Senatorial Inner Circle
...as nominated by
...rable John Seymour

Dear Mr. Nygard,
Ottawa, K1A 0A2
December 8, 1991

I am delighted to extend to you my warmest congratulations as you celebrate 20 years of dedicated service to the apparel industry.

Your achievements, both past and present, have impacted on Canada and your enduring work through the International Trade Advisory Group has served as a model of entrepreneurship and is an inspiration for all Canadians.

My colleague, the Honourable James Kelleher of the International Trade Advisory Group on International Trade, your insights and commitment have served as your credentials, and I am pleased to see you well when he appointed you Chairperson of the Sectoral Advisory Group on International Trade. Your insights and commitment have served as your credentials, and I am pleased to see you well when he appointed you Chairperson of the Sectoral Advisory Group on International Trade.

Yours sincerely,
[Signature]

Their & and

BUSINESS

Business Editor: Wendy Stephenson Phone: 632-2779 E-mail: wpgsun@wpgsun.com

Markets	
DOW	10,577.80
TSE	6,890.75
GOLD	\$266.90 US
DOLLAR	67.57 US

Nygard goes electronic

WENDY STEPHENSON
Business Editor

Nygard International is turning itself into a technology company that just happens to be the largest fashion company in Canada, chairman Peter Nygard said yesterday.

Earlier this week, Nygard International opened a technology division in Winnipeg to sell its inhouse software to outside interests. "We're designing fashion products in one part of our building (on Inkster Boulevard) and electronic products in another part," Nygard said, adding the new division has its own budget and management. Tomorrow, Manitoba's senior federal cabinet minister Lloyd Axworthy will be in Winnipeg to announce a new technology centre, which will

Local fashion giant technological leader

enable Nygard International to share its expertise in electronic commerce with other companies. "We are the recognized leader in e-commerce in the fashion industry in the world, and we're right here in Manitoba," Nygard said. The company has gone almost paperless. It gets little mail and virtually no faxes because almost every piece of communication and most orders are electronic. "Savings are staggering." "The savings are staggering. Through e-commerce we're saving \$5 million a year, and we have not finished our agenda. We're only half there." The technology has created huge efficiencies — a quicker flow of products, a better understanding of

what people want because the company can keep on top of the market and lower operating costs because of administrative streamlining. To bring its customers and suppliers in the electronic age, Nygard International has had to use both incentives and penalties, he said. If a supplier sends an invoice on paper, that invoice goes to a conversion centre where the information is put into the computer, and the supplier is charged \$2 a page. Customers who transfer their payments electronically are given a discount. "It's a whole new way of thinking — a whole new mentality," Nygard said, adding it calls for increased accuracy. "You can no longer be sloppy."



Nygard says e-commerce has saved his company \$5 million a year.

"It's a whole new way of thinking — a whole new mentality."
Peter Nygard

"I talk a lot about how tough the garment industry is, but I also show how rewarding it can be. If you make it, you make it big." Nygard apparently has made it. The television show's ["Lifestyles of the Rich & Famous"] taping took place at his home in the Bahamas, his office/living space in Toronto, & his "very spectacular" office/beach house in L.A.'s high-rent Marina del Rey, where he spends four months of the year, "working seven days a week, 14 to 16 hours a day" & attending "the best parties."

"I'm living the ultimate rags-to-riches dream, & I'm enjoying it to the ultimate."

Peter Nygard

6 STYLE FEBRUARY 11, 1991

WHO'S NEWS

LOCAL LAD IN L.A. • STYLE caught Peter Nygard in L.A. just before he hit the big time last month on ABC's "Lifestyles of the Rich and Famous." "I talk a lot about how tough the garment industry is," the formerly humble, part-time Toronto resident said. "But I also show how rewarding it can be. If you make it, you make it big."

Nygard apparently has made it. The television show's taping took place at his home in the Bahamas, his office/living space in Toronto, and his "very spectacular" office/beach house in L.A.'s high-rent Marina del Rey, where he spends four months of the year, "working seven days a week, 14 to 16 hours a day" and attending "the best parties." He also has a log cabin in Lake of the Woods.

"I like to develop buildings, lines and people," Nygard says. He personally designed his L.A. home, complete with indoor waterfalls and a unique indoor/outdoor ambience suitable for the occasional beach party ("contrary to rumors, my social life is always secondary to business," he says). Currently under development is 18-year-old prospective model Shelly Harrison, who

Nygard recently took to the Golden Globe Awards as part of his dedication to her budding career, which could culminate in a contract as "The Nygard Girl" — one way or another. Business gets a plug, too. The program's closing scene takes place on the beach where a bevy of guests wearing Nygard's silks joyously leap into his hot tub. The washable silks don't shrink — and neither do the violets. "I'm living the ultimate rags-to-riches dream," Nygard says. "And I'm enjoying it to the ultimate."



Peter Nygard shares champagne toast with television host Robin Leach.

Nygaard anniversary bash was Fashionably GREAT

Supermodels, celebrities, politicians gather to honour Canada's Prince of Fashion

PETER Nygaard once said you need five things to throw a great bash: a venue that suspends disbelief, unbelievably beautiful people, celebrities and entertainment to stimulate them, and decent food and liquor to keep them going.



Carolin Vesely

We're assuming the former Winnipeg paper-boy concocted that formula after he left our humble town to rule his \$500-million women's clothing empire from a 150,000-square-foot pleasure dome in the Bahamas.

Seriously now, when's the last time you suspended your disbelief in the Winnipeg Convention Centre?

OK, last Friday. The above-mentioned suspension likely began when we spotted Nygaard's Excalibur parked out front and found ourselves walking through the door and into a sea of tuxes and tanned faces that was being snapped by a version of the paparazzi. (The Finnish press was evidently in attendance, along with glitterati-watchers from Toronto, Ottawa media and a Montreal biographer whose company will release Nygaard's story in the next year or so.)

At the centre of the crush, of course, was the man who's been called Peter the Great and Canada's Prince of Fashion. He's hard to miss, a 60-ish tanned and toothy tower of macho posturing. And that Samson-esque hair.

Peter threw a six-hour party in the Peg to celebrate the 35th anniversary of Nygaard International, the company he stitched together here from \$8,000 (his life savings and borrowed capital) and which now hangs its garments on racks at Sak's Fifth Avenue.

Incidentally, Sak's former CEO, Philip Miller, was at this shindig. As were about 400 "unbelievably beautiful people" from as far away as Mexico and the Bahamas, including supermodel Beverly Peele, singer and

Broadway performer Freda Payne (who performed her '70s hit Band of Gold), former Canadian pop singer Rick Livingstone (he also stimulated the crowd), Nygaard president Jim Bennett, Ted Rogers (founder of Rogers' Communications) and Bo Derek. OK, the latter sent her videotaped regrets, as did supermodel Beverly Johnson, Finland's 1975 Miss Universe, and author Arthur Hailey. Robin Leach similarly passed on his champagne wishes. Bob, as he signed off, sent a congratulatory e-mail. (That's Robert DeNiro.) So did Jean Chretien and Finnish hockey player Jari Kurri.

David Soul, the blonde half of TV cop duo Starsky and Hutch, was scheduled to stimulate through song too, but couldn't make it. Rumour is he just got a movie role. Hometown black-tie beauties included: Manitoba Premier Gary Doer, former Winnipeg mayor Susan Thompson, former lieutenant-governor Pearl McGonigal, MP Anita Neville, Industry Minister Mary Ann Mihychuk, Albert Cohen (the man who brought Sony to Canada), and Veikko Kallio, chairman of the Canadian-Finnish War Veterans Association.

Kallio presented an award to Nygaard for helping Finnish war vets like himself. This elderly man's heartfelt speech — there were two hours of testimonials — was truly touching and in rather sombre contrast to the tone of the evening.

Then again, this Nygaard fellow, with his rags-to-gladrags-riches life story, is a bit of a walking contradiction. He's a gossip columnist's dream. Author Peter C. Newman called him a "hedonistic workaholic."

But Nygaard seldom left his mother Hilka's side Friday night. His sister, Lisa, and six of his seven children — Bianca, Alia, Kai, Mika, Jassar, Xar and Scarlet — were also with him at the head table and gave individual tribute speeches.

A handful of his longtime employees — sewers and clerks included — were also among the crowd.

Nygaard, incidentally, made his grand entrance Friday night at the finale of



Peter Nygaard and supermodel Beverly Peele soak up the adulation at the end of Friday's fashion show.

an hour-long fashion show that showcased Nygaard fashions from the '60s to today. Gregorian chants blared through the speakers and streamers shot across the stage as he walked the runway arm-in-arm with Peele.

Nygaard accessorized their tuxes with walking sticks. A bit of cheese? Perhaps. But this is the man who brought polyester back to the working women's wardrobe in the '80s.

And surely this was some of the finest cheese ever served in Winnipeg.

Paying tribute

"Not a single sample garment has been produced since that announcement this morning. They can't see through the tears."

— emcee and Nygaard President Jim Bennett, referring to the \$10,000 bonuses Peter Nygaard gave each of his employees with 20 or more years of service.

"I have something in common with Peter. His father was the baker in Deloraine

and my grandfather was the baker in Neepawa."

— Manitoba Premier Gary Doer, after what he said was his "first fashion show."

"Because of you, I have what I have and can live like this."

— Peter Nygaard to Veikko Kallio, who presented him with a Badge of Merit from the Canadian-Finnish War Veterans Association for helping the group gain recognition.

"Some of the best-looking women I've seen in my life were fatally attracted to Peter."

— Philip Miller, former CEO of Sak's Fifth Avenue

"He said a good goal for you to have is to be able to walk into this store and buy any dress you want. Now I'm

working 14-hour days, six days a week." — Alia, 22, recalling when she walked into a Versace boutique with her dad at age nine

Peter threw a six-hour party in the Peg to celebrate the 35th anniversary of Nygård International, the company he stitched together here from \$8,000 (his life savings & borrowed capital) & which now hangs its garments on racks at Sak's Fifth Avenue.

CAROLIN VESELY

"This is the man who brought polyester back to the working women's wardrobe in the 80s."

CAROLIN VESELY

Man on a mission

By Linda Mills
Fashion Editor

Peter Nygaard's name is one of the most recognized in Canada.

There he is king of fashion's celebrity. His star status comes with every fashion show, successful luncheon and elaborate party.

Nygaard's "royal" following spills over into the U.S., but many women probably don't realize he's the man behind their favorite brands.

They're about to find out. Nygaard plans to visit almost every Dillard's store in the U.S. and he will sweep through Oklahoma this week.

"I'm like a professional shake hands and kiss babies," he said. More accurately, he's meeting the throngs of middle-aged American women who wear his clothing lines sold in Dillard's stores across the country. The lines include Tanky, Allison Daley, Westwood and Live Simply, along with Peter Nygaard, Nygaard Collection and James Nygaard Weekend.

"I'm meeting the grass roots over there, and man they really appreciate it," he said.

This particular customer has been so overlooked, so forgotten, Nygaard said. She "couldn't get a perfect size 8, but she wants to look and feel as good as the next woman. And she's so appreciative of it."

All his collections start with the pant. For fall, he's excited about the water leg style and lightweight leather jackets that mimic take on the look of a blouse. Tuxes sparkle for holidays.

Nygaard International Inc. and Dillard's started working to-

See NYGARD, Page 2E

Peter Nygaard is making personal appearances at every Dillard's store in the U.S.

Peter Nygaard at Dillard's

- Thursday: 11:30 to 1:30 p.m., Promenade and 3:30 to 5 p.m., Woodland Hills Mall, Tulsa.
- Friday: 9:30 to 11 a.m., Quail Springs; noon to 1:30 p.m., at Crossroads Mall; 3:30 to 5 p.m., in Lawton; and 7 to 8:30 p.m., at Sooner Mall in Norman.
- Saturday: Fashion shows will begin at 1 and 4 p.m. at Dillard's in Penn Square. Nygaard will meet customers at noon until show time and possibly before the start of the second show. The fashion shows are free. For reservations, call 840-8485.



Top: Nygaard Collection sequin velvet tunic and wide-leg pants from the holiday collection. Right: Peter Nygaard tan leather jacket with brocade women designs and patterns. Left: Peter Nygaard.

Nygaard Gains Ground in Volatile Marketplace

Winnipeg-based women's fashion house refuses to join recession

Listed with massive layoffs, excess inventories and aggressive markdown strategies eating into steadily deflated margins, it is no secret that the retail landscape has seen better days.

And while successful companies and retailers worldwide continue to report 2006-09 as an outright disaster and scramble to reinvent, refinance and rebrand, others, like Winnipeg-based NYGARD, are defying the odds and gaining ground in the volatile marketplace, seemingly unaffected by slumps of the repeated market crashes.

"We have decided not to join the recession," Peter Nygaard, the company's Founder and Chairman, has told his NYGARD Associates. "This is not a new phrase. We have seen this numerous times over the last 40 years and we are ideally suited for this environment. This is where we excel."

Thanks in large part to Nygaard's ongoing daily involvement — he is currently in the process of negotiating a multi-million dollar third-party logistics deal at the company's new 400,000 sq. ft. service center in Garden, CA — NYGARD is rapidly approaching revenues of \$1-billion annually, a staggering achievement for any company, let alone a once struggling post-manufacturer, purchased and transformed by the fashion magnate in 1967.

New Canada's largest women's fashion house, there are three key reasons why NYGARD is uniquely positioned to navigate its way through such turbulent times.

First, boasting the Fit for Every Woman, NYGARD's seven brands, including Peter Nygaard, Bianca Nygaard, NYGARD Collection, Tan Jay, ALIA, Allison Daley and Investments, all offer high-quality, high-fashion clothing at affordable prices. This, thanks to the company's key strategic partnerships with The Bay and Sears in Canada and Dillard's in the U.S., has garnered each line a loyal customer base from Winnipeg, MB to Wichita, KS. Each of the current Spring 2009 line-ups, for example, have been extremely successful, the bold colours and fashion forward looks, striking a chord with consumers.

"I am a builder and my greatest satisfaction comes from the continual building of our associates..."

Peter J. Nygaard

Second, NYGARD's longstanding commitment to both community and charity assures customers that the company takes corporate social responsibility seriously. Whether its donating thousands of dollars worth of new clothing to a women's shelter in New Orleans, contributing over \$2-million a year to the fight against breast cancer or showcasing breast cancer survivors as models in fashion shows, NYGARD believes in giving back. A Platinum Sponsor of the CBC Run for the Cure for the past eight years, NYGARD has recently launched its NYGARD for Life line, of which 100 per cent of the proceeds go to supporting both a mobile mammography unit that travels to remote



NYGARD Founder & Chairman, Peter Nygaard at the company's flagship Kenaston location.

areas in Canada and the NYGARD International Molecular Biology Breast Cancer Research Unit and Breast Cancer Tumor Bank at the Manitoba Breast Cancer Research Centre.

Last but not least, NYGARD's continual reinvestment — every penny earned is put back into the company — has fostered an atmosphere of growth and innovation. There, seasoned veterans of the executive team work side by side with youthful up-and-comers, mentoring and encouraging everyone to bring new ideas to the table. It is this symbiotic relationship that ensures the company's sustainability. "The executives in this company can't do it by themselves," explained Jim Bennett, President and CEO of NYGARD Fashion, in an address to company associates. "There has to be a boy in for all of us, for us to continue to grow. And we are going to continue to grow — that I can assure you. For both the young and experienced NYGARD associates, these are exciting times!"

Nygaard notes that the success of any winning champion team is the "mix of experience and the vigor of youth." He also feels it is important to commend the many successful "power women" within his organization. "I am a builder and my greatest satisfaction comes from the continual building of our associates. It really comes down to the people."

Whatever the recipe for success, NYGARD has found it. With the company's world headquarters now open in the heart of Times Square, New York, a small marketing laboratory producing industry-leading research in Vaughan, ON and, of course, its "home sweet home" beneath the flag on Inlander Blvd. in Winnipeg, NYGARD is sure to be a global presence for years to come.

Nygaard Salute to MOTHERS

Visit www.NYGARD.com for more NYGARD brands. Available in leading Department Stores & Fine Specialty Stores in North America.



A WINNIPEG SUN SPECIAL FEATURE

It's a rags to riches to rags story fashion rags, that is

Of course, the name comes from Peter Nygård, who founded his billion dollar clothing empire, NYGÅRD, in Winnipeg.

Nygård started the label after using his life savings and borrowing \$8,000 to invest in an existing clothing maker in 1959.

It was a risky yet typical entrepreneurial move for the Finnish immigrant who occupied, for a time, a converted coal shed in the southwestern Manitoba town of Deloraine upon arriving in Canada with his family in 1952.

Nygård, whose work ethic and exacting standards are legendary, has taken risks and reaped rewards ever since.

He owned the company outright after a few years, and proceeded to build a profitable enterprise that has survived and thrived during four decades in the highly competitive retail industry.

He is not out of place on the floor of his Winnipeg plant, where he knows employees by

Desirable clothing that is worn by millions of women for its fit, style and name.

name and seeks out their feedback.

"Most people would find it quite interesting how personally involved I am in all aspects of the Company," Nygård says with a chuckle.

The Hudson Bay Company has carried NYGÅRD clothing for decades - it counts on NYGÅRD's high quality standards, efficiency and market reach as important components to the company's strength.

The business strongly reflects Nygård's interest and expertise in computers, which has led him to create a paperless and electronically streamlined operation.

The company's slogan is, after all, Where Fashion Meets Technology.

"Our business model is being studied more and more. It produces outstanding results, prompting awards from Microsoft for our programs we have developed in-house," Nygård says proudly.

This is well demonstrated through his exciting partnership with U.S. department store owner, Alex Dillard.

The two have done business for years and 50% of NYGÅRD's annual approaching \$1 billion sales comes from the U.S. market.

NYGÅRD has opened 110 Fashion Worlds in 200 Dillard stores that are integrated with the host company's operations.

"It is the best strategic partnership in North America," Nygård says. "We managed to really merge our two companies."

"We each have our own identity but we've taken the bureaucracy and inefficiencies out of the system."

Nygård is also preparing to open a new flagship women's apparel showroom in Times Square. Along with putting him at the centre of the fashion world, the high-profile store will showcase the technology that ties together his 330 stores and 1,500 employees, 12,000 worldwide.

Hanging monitors with scrolling messages stream footage from NYGÅRD fashion television network, NFN, communicate with staff and customers, and provide in-store training.

"New York will really be a visible symbol of where fashion meets technology. It really puts the



Peter with his daughter Aina (left), mother Hilka and sister Liisa Johnson revisit their coal shed home in Deloraine, MB.

face on our whole company," says Nygård, who has been followed into the business by some of his children, including daughters Aina and Bianca, who have clothing lines named after them.

"I am a builder," he says, "I am an architect building a system, but above all what I build is people."

"My greatest job, all the time, is the continual building of the whole staff."

Shanghai Wanxiang Clothing Co., LTD.

Congratulates NYGÅRD on being one of Manitoba's 50 Fastest Growing Companies in 2009

Congratulations Nygård!



Running Textile Holdings Ltd. & Saiwan Knitters Ltd.

Salute **NYGÅRD** for being one of Manitoba's 50 Fastest Growing Companies in 2009

Shanghai J&P Apparel Co., Ltd & Shanghai Powerful Fashion Co., Ltd

Congratulations to NYGÅRD for being one of Manitoba's 50 Fastest Growing Companies



A WINNIPEG SUN SPECIAL FEATURE

"This is the best time to be here," says Peter Nygård

Congratulations NYGÅRD for being recognized as one of the 50 fastest growing companies in Manitoba

Congratulations NYGÅRD One of Manitoba's 50 Fastest GROWING Companies! Your friends at: REGIONAL PRODUCTS LTD. RPL (204) 233-7065

Thomas V. COLT LTD. We would like to extend our warmest congratulations to NYGÅRD Int. for being one of Manitoba's 50 Fastest Growing Companies

GREAT SKIPPER LTD. Celebrates NYGÅRD on being one of the Manitoba Business Magazine's 50 Fastest Growing Companies!

HONESTIEST salutes NYGÅRD one of the 50 Fastest Growing Companies in Manitoba

NYGÅRD's retail space is set to double in size with new buildings coming soon in Toronto, Los Angeles and New York. "This is the best time to be here," says Peter Nygård, Founder and Chairman, from the heart of the company in Winnipeg. "We are a guaranteed success story, for those with talent and energy." "This is a tough industry. I was fully committed to it, forever. We continue to reinvest in ourselves and improve on what we have done before. We do it better and we are taking our share of the market. We deserve it," says Nygård.



NYGÅRD celebrates its 42nd anniversary in December of 2009. Most employees, many of them women, have been with NYGÅRD over 20 years. That's because the company has created an environment that recognizes the importance of balance in a woman's life. Mothers need a balance. At NYGÅRD the very ambitious woman can keep flexible business hours, pursue further training and further her career. "We have many successful 'power women' with us," says Nygård. "As a women's fashion company, we recognize the power of women in business and we encourage women in all posi-

tions including top executives." Nygård was always ahead of the trends. In 1978, he invested in creating a state-of-the-art Winnipeg facility at a time when many others would have simply been glad to rent old warehouse space. He created a healthy non-smoking environment for staff well before it was mandated to do so, even offering rewards for smokers to quit and celebrating their success. NYGÅRD was also the first clothing manufacturer to install air conditioning and offer better wages for factory workers too. "We are having a lot of fun here right now. These are our golden years. There is a lot of winning energy here. This is the best time to be a part of it."



A WINNIPEG SUN SPECIAL FEATURE



NYGÅRD for Life

Peter Nygård says, "Our company philosophy is to keep the awareness for Breast Cancer 'top of mind' not just during Breast Cancer awareness month, but all year round."

Congratulations PETER NYGÅRD One of Manitoba Business Magazine's 50 Fastest Growing Companies! WIN SQUARE LTD

Golden Florid congratulates NYGÅRD Int. on being one of Manitoba's 50 Fastest Growing Companies in 2009

While Peter Nygård is known primarily for his numerous contributions to the fashion and business marketplaces, he is also recognized globally for his ongoing charitable commitment towards eradicating breast cancer, a commitment later strengthened as he witnessed his mother courageously and victoriously battle the disease. Touched by the moving stories of NYGÅRD customers in a company survey, Nygård vowed over a decade ago to do everything in his power to combat breast cancer, making it the compa-

ny's corporate charity of choice. This led to a partnership with the Canadian Breast Cancer Foundation (CBCF) in 2001, where for the past eight years, NYGÅRD has been a Platinum Level Sponsor and played an integral role in the annual Run for the Cure, supplying over 1-Million 'Run Team' and pink 'Survivor' t-shirts. This understanding has provided a huge sense of purpose for NYGÅRD associates who make it a priority to volunteer at breast cancer fund raising events. NYGÅRD for Life foundation garners funds from the sale of pink ribbon clothing in its stores and uses the entire net amount to fund breast cancer related charities. Nygård partnered with Ladies of Harley Davidson, Keystone Ford and Guardian Angels to create a mobile mammography unit that travels to

remote areas conducting breast cancer screening tests. Screening 133,000 women annually, the mobile van has been hugely successful. Thanks to both the mammography unit and the provincial program focusing on early detection it aids, many lives have been saved. Nygård also was proud to announce the opening of two new state-of-the-art Breast Cancer Research Units in the Manitoba Breast Cancer Research Centre: the NYGÅRD International Molecular Biology Breast Cancer Research Unit and Breast Cancer Lymphoma Bank. The Breast Cancer Lymphoma Bank is the only one of its kind and currently houses more than 4,000 different types of Breast Cancer tumours. In an attempt to keep the disease front and centre in the customers' minds, NYGÅRD fashion shows feature survivors as guest models and funds are raised for the cause.



High technology helps garment firms compete

Computerized plants allow retailers to wait hours, not months, for shipments



What sets Nygård apart is that its systems allow retail customers to conduct electronic transactions through the Internet. That means that even small retailers with limited resources can conduct electronic transactions with the firm

By Murray McNeill
Business Reporter

IT'S SHORTLY after 9 a.m. on a typical weekday morning when a national retailer e-mails a request to Nygård International's Notre Dame Avenue manufacturing plant for 100 more pairs of Alia-brand women's dress pants.

Four years ago, that retailer would have been looking at a three-month wait for that order to be filled and shipped to its stores. Today, Nygård International guarantees those pants will be on the road within 24 hours—and that's just playing it safe. The shipment is usually ready by 5 p.m. the same day.

Welcome to the new high-tech world of garment manufacturing, Nygård style. In the last three years, Canada's largest ladies sportswear manufacturer has been the country's apparel-manufacturing industry leader in the integration of new information technologies such as electronic commerce and electronic data interchange.

These new IT systems, some of which were designed by Nygård's own staff, not only have enabled the firm to slash the time it takes to process and fill customers' orders, but also the time to design, develop and produce a new product. That process has been cut from approximately one year to about three months, according to company chairman Peter Nygård.

The new systems have saved Nygård International about \$5 million a year in operating costs.

Even more important, they've enabled Canadian manufacturers like Nygård to continue producing their

products in Canada, yet still compete with low-cost, offshore manufacturers, says Robert Warren, director of the University of Manitoba's Asper Centre for Entrepreneurship.

Warren said although lower labour costs may enable offshore producers to beat their North American competitors' prices, they can't compete on service and delivery turnaround times, which also are critical factors for retailers.

Nygård said his company began integrating e-commerce into its operations about three years ago. And now that it's been proven to work wonders, he's keen to share these new technologies with others in the Canadian garment manufacturing industry.

Technologies

He plans to do that by selling the company's own in-house technologies to interested outside parties, and by making other technologies available through the new International Fashion Technology Centre that will be built in Winnipeg later this year.

It was Nygård who spearheaded the initiative to establish the \$5.6-million facility, which will be built adjacent to Nygård International's Inkster Boulevard head office, manufacturing plant and distribution centre.

The IFTC, which is being built with the help of \$5.6 million in federal and provincial government funding, will offer such things as distance education and multimedia training facilities, research laboratories, facilities where manufacturing equipment and systems can be tested and a manufacturing pilot plant.

Fashion industry officials like Gary Steiman, president and chief executive officer for Winnipeg-based Gen-

ini Fashions, have hailed the establishment of the new centre as one of the two most important developments in the local industry's history because it will give small and medium-sized firms access to new technologies and to a facility where their own employees and others can be trained.

Mark Farand, executive director of the Manitoba Fashion Institute, believes more local garment manufacturers will use e-commerce once the IFTC opens for business later this year or early next year.

"I think everybody is ready, willing and able to commit to projects that aren't going to cost them a lot of money, but are going to save them a ton of money and enable them to deliver their goods more quickly," Farand adds.

Even manufacturers such as Winnipeg's Mid-West Garment Co. Inc., which is already making extensive use of e-commerce, EDI and other such technologies, say it will benefit from the IFTC's impact. It will make it easier for businesses to keep abreast of technological changes and will help create a greater pool of skilled workers.

Mid-West vice-president Hartley Klipman said local garment manufacturers continue to be plagued by a shortage of skilled workers, particularly experienced sewing machine operators and workers trained in newer technologies. He and Nygård said it will be cheaper for manufacturers to pay the IFTC to train these workers than it would be to train them themselves.

Here are some facts and figures about Winnipeg-based Nygård International.

- It is Canada's largest ladies sportswear manufacturer and one of the five largest in North America.
- Operates two major plants in Winnipeg: its Arts 2 manufacturing facility on Notre Dame Avenue and its head office/production plant/distribution centre on Inkster Boulevard. It also has two smaller, satellite production plants on Church Avenue and on Broches; design, production and distribution facilities in Los Angeles; research and design studios in New York, Montreal, Europe and Hong Kong; and joint-venture manufacturing operations in Asia and Mexico. It also has an international headquarters in Toronto.
- In addition to its manufacturing operations, the company also owns and operates 200 retail stores in Canada and the United States and more than 1,000 boutiques within major Canadian and U.S. department stores.
- Employs a total of 2,800 people, including about 900 at its retail operations and 1,700 at its head office and manufacturing operations. The bulk of those 1,700 work in Winnipeg.
- Reports annual sales of nearly \$300 million.



While there is still lots of old-fashioned labour at garment factories (above and right) Nygård (above, left) has seen his plants go high-tech.

Nygård rewards e-commerce users

Continued from B12

They also noted that technological change is happening so quickly that even big companies can't keep up. So the IFTC could help fill some of that void.

Nygård International and Mid-West are similar in that they've computerized almost every aspect of their operations. For example, their design, pattern-making, marking, cutting, labelling, packaging and garment-handling operations are all computerized.

So, too, are their ordering, inventory control, and accounting. As a result, clients can place orders, receive bills and pay accounts electronically.

Klapman estimated that about 25 per cent of Mid-West's transactions are done electronically.

What sets Nygård apart is that its systems allow retail customers to conduct transactions on the Internet. That means that even small retailers can conduct electronic transactions with the firm.

Although all of Nygård International's manufacturing and retail operations are computerized, the company's crown jewel is its plant on Notre Dame Avenue, dubbed Arts 2, which produces women's pants for its Tan Jay and Alia divisions.

Nygård described it as "probably the finest electronically driven plant in the world."

Plant manager Karen Chernesky said that when she joined the plant eight years ago, it was producing 25,000 to 30,000 garments a week. Now, its pumping out more than 60,000 a week, thanks largely to technological advances and increased efficiency.

Chernesky said it used to take three or four employees three or four days to process an order, put together a production plan and fit the work into the plant's schedule. Now, a computer completes the same task in minutes.

Chernesky and Klipman also stressed that within the fashion sector, automation does not mean job cuts.

"It gives you the ability to do more business, and to do more business you need more people," Klipman says. "So it's a job creator, not a job destroyer. It just shifts jobs around."

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Q&A With Peter Nygård

Back to the Future

By Alison A. Nieder
EXECUTIVE EDITOR

Canadian manufacturer Nygård recently celebrated its 35th anniversary with a star-studded event that included a fashion retrospective of the company's designs. Among the notables who turned out to honor the Winnipeg, Manitoba-based company and Founder and Chairman Peter Nygård were Philip B. Miller Associates President and former Saks Fifth Avenue Chairman and Chief Executive Officer Phil Miller, Dilard's President Alex Dilard, model Beverly Pelee, actress Bo Derek, Canadian media mogul Ted Rogers of Rogers Communications Inc., and singers Freda Payne and Rick Livingston. Several Canadian government officials, including Manitoba Premier Gary Doer, also attended the event.



Peter Nygård (second from right) with his sons

We were trying to get exclusive products, different kinds of products, unique fashion products that we could get regular price for. It's quite refreshing to see that.

The single biggest change that has occurred is the speed with which everything moves today, and technology has made that possible. Instead of dealing with months, we are dealing with hours—minutes almost. It's made a dramatic difference in the speed of our information. In that regard, there used to be a time when we would go to Europe and look at what they were doing and could translate that a year later into North America and a year later than that into modern sportswear. Everything happens at exactly the same time today—there's no waiting anymore. It's a global market today, and the information era has brought us into everything in real time. It's occurring at exactly the same time in Europe or anywhere else. It's occurring at the off-price levels at the same time. That has made a massive difference. What is the same? I think the fashion looks are the same.

The apparel industry has been slow to incorporate new technology, but Nygård was an early adopter of incorporating technology into the manufacturing process. What was your strategy when you began building your in-house network? And how has that strategy changed in recent years?

To me, our industry—almost more than any other industry—is led by the word "information." And we have, if not the fastest-moving industry, certainly one of the fastest-moving industries. Everything in speed requires technology—the speed with which you process information and from which you make decisions. And [25 years ago], we were so literally bankrupt in our information flow. [Technology] was a very clear solution, and we just had to embrace it and adopt it in a very meaningful way. Our industry was slow in doing that, but it became such an easy decision to make.

Once we got ourselves in a position where we had a handle on technology, it made a huge difference in our company—it's what you call a defensible difference. We can defend our company. It's not up for grabs. It's not like someone can just knock it off. We can stay in business year after year after year based on that investment into technology. It was evident five or six years ago that this was the biggest thing that ever happened to our industry—maybe the most



Phil Miller, Peter Nygård and Ted Rogers



Singer Freda Payne and Peter Nygård

difficult thing to ever happen to our industry, but certainly the biggest difference.

I embraced the technology idea 25 years ago. I thought I could buy a little computer from Radio Shack—I was pretty naive. The vision was there; the reality of what was involved wasn't. I think for the first 10 years, we were not on the right path. We had to abandon everything from the first 10 years, and it wasn't until the next 15 years after that—and particularly for the last five—that we were really able to grasp the whole concept. That's also when the Internet and the latest [Web-based] tools became available. That refocused the whole industry into Web-based technology, which really made all the difference in the world. It was affordable. It was fast. And it answered all our company's and our industry's needs.

to produce an enormous amount of product with the system we have. That's our intellectual property—to produce product and design product, the speed at which we can design product, and the perfection in our fit and the control in our patterns. That's a huge asset, and our retailers really appreciate that.

That's a big missing ingredient for many retailers whom we try to do private brands for. They don't have the ability to create new product. They might have the ability to knock off product. But as private brands become larger and larger, your ability to knock something off becomes less and less, and ultimately you have to create your own [designs]. Or [you] go to somebody who can. We bring a lot to the table in that regard.

Your business seems to blend new technology with traditional, hands-on customer service. Was that your intention?

The industry breaks down very clearly into two components. [One] component, the service component, [means] supplying very fundamental products automatically to the stores. We have to stay in certain products to stay in business. The product has not changed too dramatically; the ability to do a better job with it has, and the timing of it has.

The issue of having basic fundamental commodities in stock all the time is more important than ever. It was important when I started 35 years ago. First thing I learned when I started in a company named Edens is you do 80 percent of your business with 20 percent of your product and you will never keep that 20 percent of product in stock. For 35 years, we've been trying to fill that commitment to keep that 20 percent in stock. With technology, we are now doing it. That's a huge difference.

The other half of our business is what I call the fashion factory. We have the ability

We were at the opening of the Gardena facility. How does California fit into your business strategy?

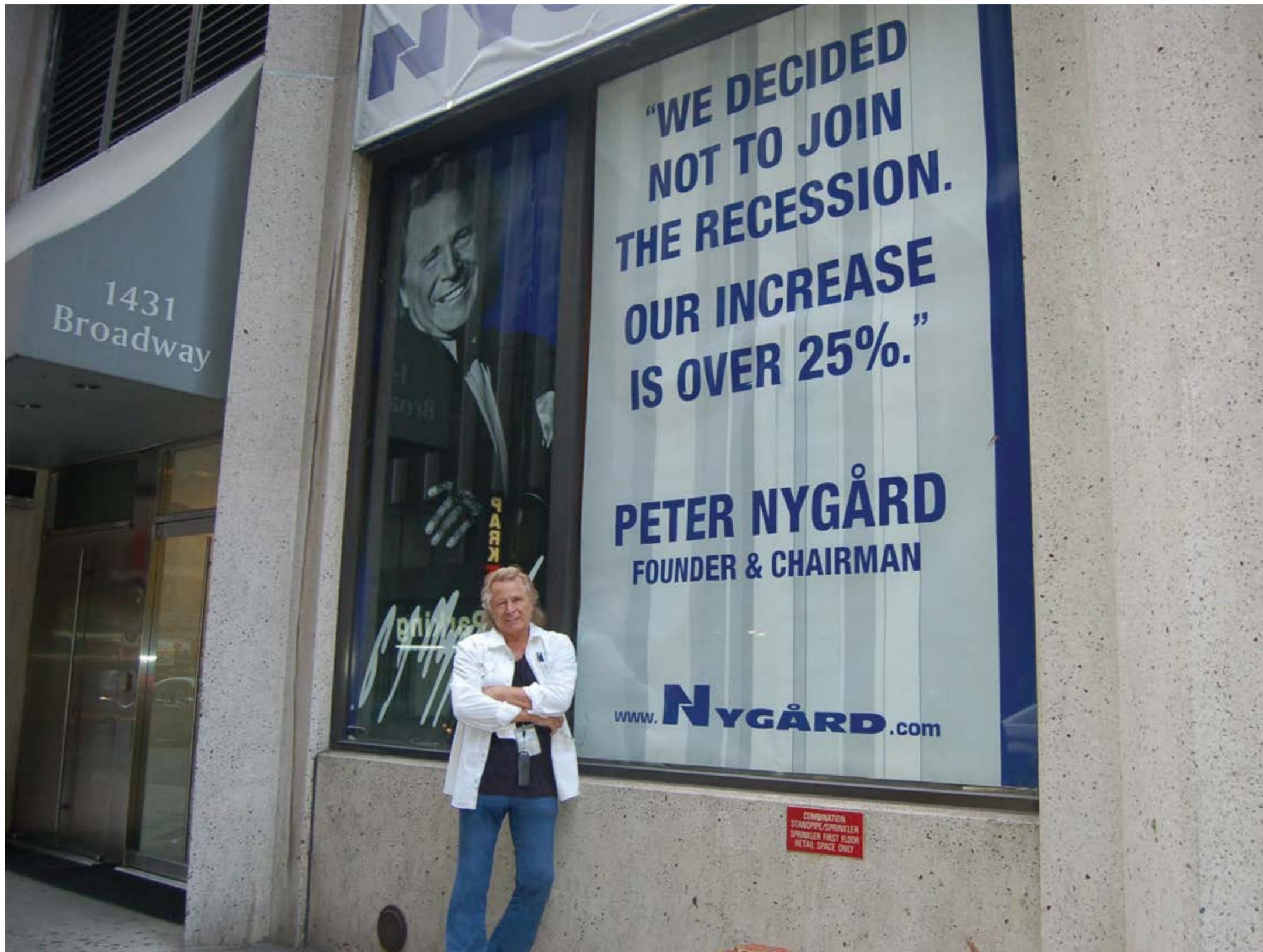
We think it's one of the finest distribution centers—we call it a service center—in the whole industry. It looks nice cosmetically, but the technology behind it is quite mind-boggling. I just visited California last week, and I had \$300 million to \$400 million capacity in there—the difference depends on our ability to start a prepacking facility. I now have property as big as that facility beside me that I decided not to lease anymore. I decided that I should double the capacity of my California distribution center and double that \$400 million again, so it would be closer to \$700 million to \$800 million in three years.

I think the future of the business is China, and I think China is best serviced by California. I see no reason to take the goods from China all the way to any place other than the West Coast—the West Coast's Long Beach is one of the best ports—and then distribute it from there through the rest of the United States. I think logically and economically it makes sense. ■

Four years ago, that retailer would have been looking at a three-month wait for that order to be filled & shipped to its stores. Today, Nygård International guarantees those pants will be on the road within 24 hours — & that's just playing it safe. The shipment is usually ready by 5 p.m. the same day.

Welcome to the new high-tech world of garment manufacturing, Nygård style. In the last three years, Canada's largest ladies sportswear manufacturer has been the country's apparel-manufacturing industry leader in the integration of new information technologies such as electronic commerce & electronic data interchange.

(Excerpt from "High technology helps garment firms compete" By Murray McNeill)



HE REFUSED TO JOIN THE 2008 RECESSION

When the recession hit in 2008, do you know who decided that they weren't going to be a part of it? Fashion mogul Peter Nygård. In fact, he took out a billboard ad near his New York headquarters in Time Square that read, "We decided not to join the recession. Our increase is over 25%".

Looking back at Nygård's fifty-year business history is quite revealing as to the secrets to his success.

His perspective on the 2008 recession is featured in an article by an award-winning Finnish reporter, Rita Tainola, writing on the Economy — "Business tycoon Peter Nygård has increased his net sales in the midst of the recession. He is, however, pessimistic about the worldwide recovery."

"This businessman is doing fine while the rest of the world is coughing."

RITA TAINOLA, *Finnish Reporter*

She begins by describing his surroundings that is indicative of anything but a recession: "Finnish-born multimillionaire Peter Nygård sits comfortably at the second floor of his new office building. This impressive looking building is located at the heart of Manhattan, on Times Square."

Reflecting Nygård's comments during the interview, she writes, "Who would have believed that a kid from Kallio district in Helsinki would some day sit in his office building on Times Square surrounded by New York fashion industry, Nygård muses.

"This businessman is doing fine while the rest of the world is coughing."

So how did Peter Nygård survive the recession & not fall prey to the interminable recession vines that choked a lot of other businesses?

Two things — actually, three if you count his ability to see ahead:

1. His uncanny intuitive ability
2. His decision not to join in
3. His taking action to make sure he didn't participate

Tainola's article presented this as it relates to his intuitive ability:

"Nygård has visions: the proof is his success during the recession. He predicted more than a year ago that the world economy will take a deep fall."

If you recall, in previous articles we have talked about Nygård's uncanny intuitive ability being one of the secrets to his success. He perceives things that others don't see & makes business decisions based on that. His executives are continually amazed that nine times out of ten, he is right.

There are countless stories of him being a visionary & seeing ahead of the curve on a number of issues that could have derailed his company. This story is another example of that.

It is likely that Peter Nygård's belief that nothing is impossible made him decide that he wasn't going to participate in the recession. Imagine that? Just like his paternal grandfather, who had no legs & one arm due to diabetes, Nygård believes that you don't have to accept conditions as they are & simply give up.

It is extremely important to have the right mindset in everything that you do. If Nygård's grandfather had decided, 'well, I can't do anything,' he wouldn't have done the farm work that needed to get done daily, & he wouldn't have hopped on his horse & buggy every week to take his wife's wares to town to sell.

Nygård's grandfather was never intimidated by any tasks & neither is Peter Nygård.

The thing we have observed about Nygård is that he always takes action on the information that he gets from his uncanny intuitive ability.

Tainola reports: "Nygård adapted to the circumstances & cut expenses by \$30 million within a month. Costs have been cut on a monthly basis since that.

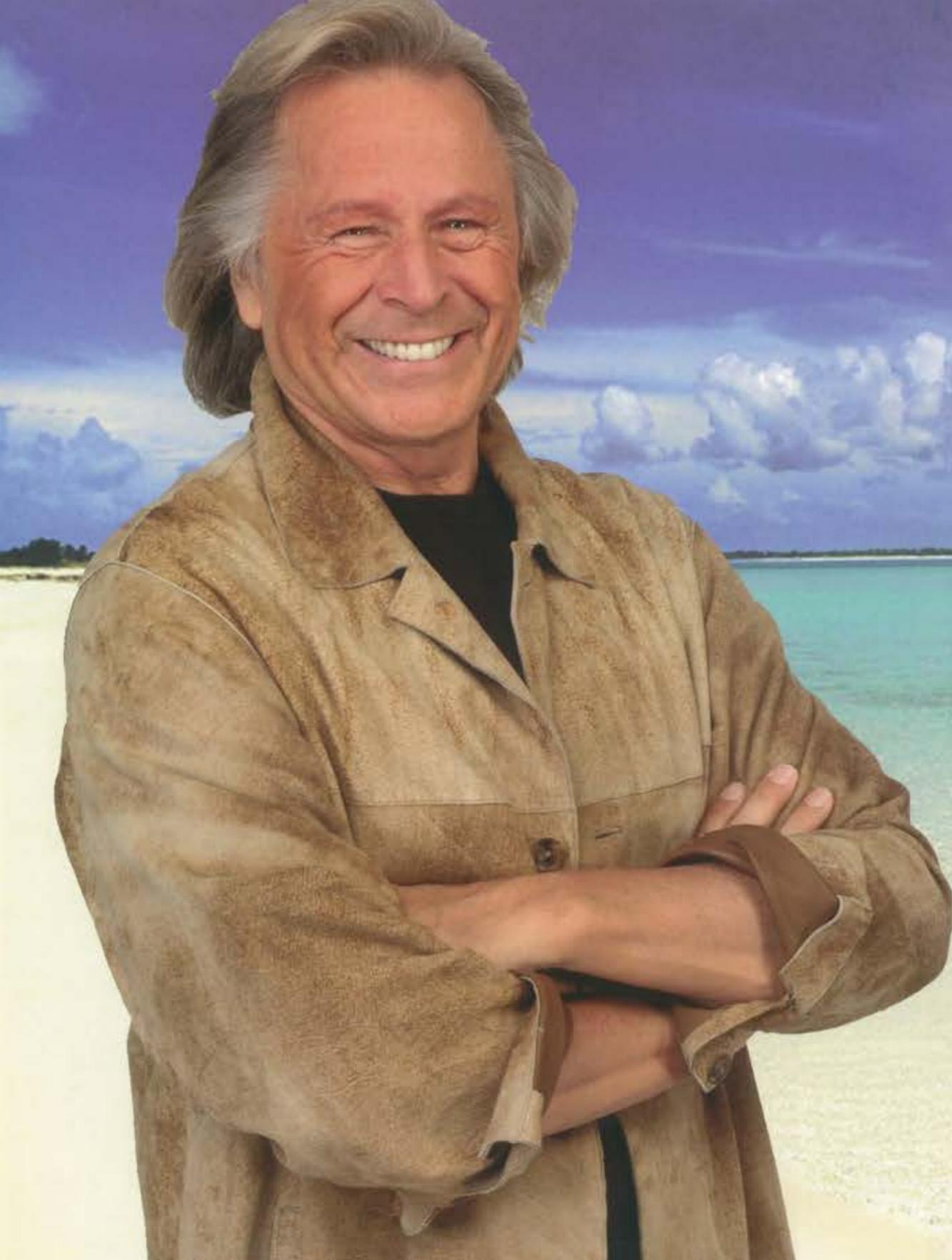
"As a result Nygård sales have increased by more than 25 percent. Early part of 2009 has been the best in the history of the company."

So what can this combination of the ability to forecast, the right mindset, & taking action on your sense of what's coming do to help you experience continued growth & success in the midst of a recession?

It appears, pure million-dollar magic.

P.J. Malone, *The Bahama Journal* - May 30, 2018.

So how did Peter Nygård survive the recession & not fall prey to the interminable recession vines that choked a lot of other businesses?

A photograph of Peter Nygård, a man with long, wavy grey hair, smiling broadly. He is wearing a light brown suede jacket over a black shirt. He stands on a sandy beach with his arms crossed. The background shows a clear blue sky with scattered white clouds and a calm, turquoise ocean.

PETER

Sports Contribution Spans 20 Years

“Sir” Peter Nygård has a special sound to it, and a movement should be made by the local sporting community in the Bahamas to have this prestigious knighthood bestowed on our compassionate and philanthropic leader in sports development and support.

There is no other person in these islands who have done so much for our sporting community than Peter Nygård. He has put his money where his mouth is for more than two decades. He has truly been a “knight” to our rescue.

Can you imagine what it would be like with no Golden Girls or no major development in sports internationally because we lacked the funds to support their participation? Well, we don’t have to worry about that, as the Bahamas’ secret weapon in sports sponsorship has been around for more than twenty years and he doesn’t plan to go anywhere soon.

“There is no other person in these islands who have done so much for our sporting community than Peter Nygård.”

The Sports Magazine, Bahamas June 2013

www.SportsMagazineBahamas.com

THE BAHAMAS OLYMPIC WINNERS AND PETER NYGÅRD

“There are millionaires & even billionaires in the Bahamas that would seek to gain international exposure on the backs of others. But Peter Nygård is an exceptional person where he has committed to establishing the Bahamas as a dominant power in sports internationally. His financial support comes with his involvement as well.”

(The Sports Magazine, Bahamas 2013)

COVER STORY

PETER NYGÅRD

“ Peter Nygård has been true to this country and its development for more than 20 years.”

Peter Nygård deserves any and all accolades that can be bestowed on him because of his interest in supporting sports. Yes, many people could have come to our aid and given monies, but how many would display the passion and commitment to developing our sporting program where we can compete successfully on the international scene.

There are millionaires and even billionaires in the Bahamas that would seek to gain international exposure on the backs of others. But Peter Nygård is an exceptional person where he has committed to establishing the Bahamas as a dominant power in sports internationally. His financial support comes with his involvement as well. His compassion for the Bahamas and our success resonates with his many contributions to all areas of the Bahamas growth whether sports or the environment. However, sports are his baby

as he is a very competitive person himself and a former athlete.

Peter



deserves to be recognized by the Bahamas for his invaluable contribution.



tribution. The public discord that has permeated the media as of late is doing a disservice to some-

one who means so much to a country. His support goes

back more than 20 years and the Golden Girls, especially Debbie Ferguson-McKenzie and Pauline Davis-Thompson can attest to that. Even Wellington Miller, who Peter has been a strong supporter and considers him his friend has benefitted from the generosity, of this giant of a man. Without these initial supports by Peter to Wellington as a boxer and an executive of the Boxing association, we might not have had a new president of the Bahamas Olympic movement. Wellington was able to wrestle the presidency away from someone who has had that post for 25 years and was not planning on relinquishing it.

Even the sailing association in the Bahamas have received support from Peter Nygård and some of the annual re-

gattas were able to continue thanks to him.

The history of the Bahamas in Sports has been re-written and there is no question that Peter Nygård played a very integral part in this diversion.

But, just who is this visionary who has adopted the Bahamas as his home. For starters Peter was not always a billionaire or even rich for that matter. His story is well documented but he was very poor growing up in Canada and only through his visionary skills has he been able to develop himself into one of the world's billionaires. Many feel that same passion and commitment that he used to elevate himself and his business can be transferred to the Bahamas in our sports quest.

Peter had built a one-of-a-kind home in the Bahamas to demonstrate his commitment to the Bahamas as his home. Unfortunately the home was destroyed in a mysterious fire. In addition to this tragedy, Peter has been thwarted in re-building his home. Many naysayers who have no right or ability to claim a position as lofty as Peter, has tried to infiltrate the powers that be

“ The history of the Bahamas in Sports has been re-written and there is no question that Peter Nygård played a very integral part in this diversion.”

to thwart Peter's new development in the Bahamas.

Peter has vowed to rebuild his home and make Nygård Cay a truly exceptional place that contributes greatly to the development and preservations of our heritage here in the Bahamas. He is concerned. Despite these challenges Peter has continued to support the Bahamas and the many sporting areas that need support. He is not concerned about the accolades that he should receive, but is disappointed that others would seek to use the Bahamas as a vehicle to be recognized internationally for things that are not consistent with our development. And in fact they have truly manipulated the system to co-erce international bodies to recognize their so-called involvement which is questionable at best.

Peter Nygård has also supported the Bahamas Volleyball Association and the quest for Beach Volleyball to be established as an Olympic participant for the Bahamas. He has single-handedly changed the scope of beach volleyball in the Bahamas and as a result the entire volleyball community is benefitting.

Our boxers participated in the Olympics, and Taureano

Johnson was able to train in Cuba in preparation for the Olympics. Not only did Taureano develop the skills needed to compete in the Olympics at a



Nygard Cay is home to one of the best Beach Volleyball Courts in the World, Some have sanctioned this court as the best around.

high level, but he also learned a new skill with his prowess of the Spanish language. All thanks to his



training in Cuba and the support of Peter Nygård.

He is truly a visionary and of tremendous benefit to the Ba-

hamas. There is no other adopted Bahamian or Bahamian resident who has contributed to the development of our country,

especially through sports like Peter Nygård. There are others who seek public-

ity for their hologram support of the environment and other areas of the Bahamas, but Peter Nygård has been true to this country and its develop-

ment for more than 20 years. His contribution and his support cannot be questioned by anyone, and it's only fitting that the Bahamian sports and environmental community establish a movement to bestow the knighthood on Peter Nygård. Even the name Sir Peter Nygård has a special sound to it.

In addition, all barriers threatening the forward progress of Peter Nygård should be removed and all agencies should be working to help this Bahamian adopted son to rebuild his home and continue setting a precedent for all others, especially those who seek to take advantage of our vulnerable country, the Bahamas.

Let's support sports and support those who are making a valuable contribution to our country, and Peter Nygård definitely is a true Bahamian because of his passion and commitment to our development. He is our "knight" to the rescue.

Sir Peter Nygård, it definitely is catching on!





THE NYGÅRD FAMILY 'MIDAS TOUCH'

"It makes me want to cry to think that I am fortunate enough to have a big brother like Peter."

LIISA NYGÅRD JOHNSON

AN UNBREAKABLE BOND

It shouldn't be a surprise to anyone that two siblings who were 'thicker than thieves as kids' growing up & who went through many hardships together would remain close over the years & always support each other.

The unbreakable bond between Peter & Liisa could be seen from their days growing up playing on the Nygård family farm. During World War II Peter & Liisa were sent to stay on the farm to get away from the bombing in Helsinki, Finland when Liisa was two years old & Peter was three.

Peter & Liisa would watch the lambs on the farm being sheared & were fascinated by this process. When someone accidentally left shearing scissors lying around, the kids thought it was a good idea to try it out. The story is told in *NYGÅRD! Child Of Lamposaari*.

Playing lamb seemed like such a good game. They didn't mean to be naughty. Wasn't Liisa sometimes called a "sweet little lamb"? Peter knew he could shear just as well as any farmer, & indeed he discovered that he could. He made this discovery by shearing off Liisa's soft blond curls, letting them drift like feathers to the ground. This was great fun for them both. Hilka shrieked when she saw them, & her two little children looked up at her with wide innocent

eyes. Peter stood with the shears in his hands & Liisa sat before him with a shaggy half-shaven head (page 86).

Their mother's softheartedness saved Peter & Liisa from being punished, but understanding how disappointed Hilka was in them, they never repeated this game. Though, there were other mischiefs that caught their attention. They were inseparable & Peter took good care of his little sister.



Peter & Liisa's bond continued into their early teen years at a time in their lives when sibling rivalry is usually the rule of the day, as evidenced by twelve-year-old Liisa's sharing of half her candy with her brother.

LIISA'S \$8-MILLION SUCCESS

In addition to their unbreakable bond of love & respect, they both appeared to have the 'Midas touch' of success. After college, Liisa became a Speech Pathologist. However, she chose to leave that profession to take care of her four children full time.

Once her children were old enough Liisa wanted to work again & started a home-based business selling products. She discovered that she liked selling & a friend of hers planted the idea that she should throw home parties & sell women's clothing. If she was going to do that, naturally, it made sense to sell NYGÅRD fashions.

Liisa discussed it with Peter & he loved the idea. She started out with a \$2,000 credit line & before you know it, the business took off. Peter advised Liisa on the business & Liisa adopted a lot of his ways of doing business.

She described Peter as her mentor & cheerleader who helped her tremendously. Pirjo-Liisa Fashions Ltd., as it was called, was soon in ten Canadian cities. It became so successful that Liisa's husband quit his job to help her with it.

Liisa definitely didn't expect her a small home business to turn into an \$8 million success. Peter felt she could grow it even more. Liisa knew he was right but she wanted to spend more time with her children & grandchildren. She gradually slowed down her involvement with the company after almost ten years.

However, it wasn't long before Peter called on his little sister for help. He needed her to help him out by running his U.S. operations. Liisa felt being president of his U.S. company was vastly different from being president of her business in terms of its sheer size. Yet, big brother had called & she agreed.

Liisa handed over the reins of Pirjo-Liisa Fashions Ltd. to one of her best friends & to her daughter, Angela, & joined her brother in his business until she fully retired three years later. Liisa described the experience as involving very long days but that it was enjoyable & fulfilling.

Even to this day, Peter & Liisa have an unbreakable bond.



Liisa definitely didn't expect her small home business to turn into an \$8 million success.

MY BIG BROTHER, MY HERO



Liisa has described big brother Peter as having always been her defender starting from the time they were little. Even in school nobody bullied her because they knew Peter was protecting her. He has even taken on the role as protector in her most life-threatening fight. Liisa explains:

When I found out last year that I had metastasized breast cancer, I didn't know if I would make it to this year. When my brother found out, he jumped into action. Thank God for my brother. He has helped me with it & I'm marching on to good health.

Peter is the kind of person that has to dig deep into everything. He's not just satisfied with what's on the surface. He is doing so much for me on this health quest. I had bad cataracts & he lined up an appointment for me to have a cataract removed. What a miracle that is. Peter has given me a whole new lease on life!

He becomes like an angel around you. He wants to see people happy & not hurting. It makes me want to cry to think that I was fortunate enough to have a brother like him. He's been like my guru & someone that I have looked up to my whole life. I'm here today as a cancer survivor thanks to my brother Peter.

"When I found out last year that I had metastasized breast cancer, I didn't know if I would make it to this year. When my brother found out, he jumped into action. Thank God for my brother. He has helped me with it & I'm marching on to good health."



HOW HE BUILT AN EMPIRE

“One thing about striving for the impossible is that you have very little competition.”

- PETER NYGÅRD

NYGÅRD'S COMPETITIVE ADVANTAGE

“The most important asset I have is enormous energy & staying power; & my training from past history from my parents who gave me the strength for never quitting — we call that in Finland ‘SISU’ staying with it right to the end!”

PETER NYGÅRD

Imagine at the age of three when you are just learning how to communicate, & you are creating meaning from everything you observe, that the role model in your life as a little boy, the individual you live & interact with every day, is a man with stumps for legs & only one arm. Everything he does makes an impact. It shapes your thinking for the rest of your life.

If the experience of this individual happened in isolation, then maybe the impact wouldn't be as powerful. However, if the experience at the age of three is reinforced by other experiences, other information, other demonstrations, the impact would be that much more powerful & long-lasting.

Peter Nygård spent the formative years of his life watching a man with stumps for legs & one arm perform everyday farm work & drive a buggy to town every week to sell his wife's wares. Accompanying his 'Grampa' to the market & observing him conduct business would have also formed certain impressions.

Though he would not have understood it at the time, the biggest lesson Peter learned from Grampa Nygård was that nothing is impossible. That is the foundational belief that set Peter Nygård on the course of his life. Once that foundation was set, learning about Finnish soldiers, who didn't cower in the face of the Russians who came in massive numbers with tanks & artillery, made his foundation indestructible.

Discovering how the Finns fought against all odds built on that foundation. Key in the lessons he learned was how the Finns won battles — while immensely outnumbered — by strategising & outsmarting the Russians, using their knowledge of the terrain around them, & never ever giving up battle after battle. The idea of sisu — grit & determination

of sticking with it to the end — demonstrated by their history is a part of the Finnish culture that is always cultivated.

But, Peter Nygård didn't just observe his Grampa's grit, & learn the lessons of Finland's history, he experienced it. Poverty in their new land didn't make his father give up, but instead motivated him to chase a bakery truck down the street for days until he got to the bakery it belonged to. It was yet another important lesson for an impressionable eleven-year-old.

The Finnish principle of sisu built on the foundation of a belief that nothing is impossible set the stage for everything Peter Nygård was to do & achieve in his life. It became the competitive advantage in his business that no other company could overcome. That sisu spirit propelled him to success.

Nygård's Finnish culture & upbringing combined with his characteristics formed a unique foundation that created his competitive advantage & is likely unmatched. The following factors form the core of that foundation creating his competitive advantage:

- The belief that nothing is impossible which he learned from his Grampa
- That enduring Finnish principle of sisu, the determination to persevere, demonstrated by Finnish soldiers, his father & grandfather
- The desire to be the best cultivated in a Finnish culture which prided itself on the athleticism of its people, which defined him & drove every action he ever took
- The principle of always working hard drilled into him by his parents

This combination was a winning formula for Peter Nygård. It set a foundation within him that is an immeasurable competitive advantage that exponentially increased his levels of business success.

The struggle to survive financially that marked the beginning of his experience in North America shaped his thinking about life. In business, there was a need to always push to ensure financial survival, especially in the midst of many others that failed. Even

while that fate befell those garment businesses around him, it was not an end result that Peter Nygård would ever allow to happen in his own business. His parents had not failed & he did not intend to either.

One executive said of Nygård that in their business, the tougher it got for them, the tougher Nygård got at resolving it, & he often excelled most in times of difficulty. Once again, it's that sisu spirit at work.



NYGÅRD'S WINNING FORMULA

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- The principle of always working hard drilled into him by his parents

“Vision without execution is hallucination”

PETER NYGÅRD

TIINA TULIKORPI, NYGÅRD'S RIGHT HAND

“Tiina is family, one of those persons who is always there when you need her like a true family member.”

Peter Nygård

“Sisu runs through Peter Nygård's veins. In manufacturing & the retail world, business has changed. It's constantly changing. If you look at the fashion industry particularly in Canada, most of our competitors are gone. We started out as a manufacturer, became a retailer; we are a design house; we are where fashion meets technology. Peter Nygård never rested on his laurels & he never became stagnant. We have prevailed & we are employing thousands of Canadian people who earn their livelihoods through our company. I think it is his tenacity & his foresight & that he has never given up. So the scope changes. The industry changes & you evolve with it. Stay ten to fifteen steps ahead & that's what he does.

Peter Nygård is a genius. No question about it.

I've gone to the Nygård University & learned from

him. He has a mandate: Never lose a sale. & he focused on customer-centric marketing. That drove his vision & so many of the ideas & strategies that he implemented over the years.

To be in business in this industry, which is a tough industry, & to never lose sight of who your customer is, to always pay respect to that consumer & always build on that, is huge. He has kept investing back into the business. Always.

I have a lot of respect for him. He has a tremendous work ethic. There is no question that he is tough & expects a lot. But he doesn't expect any more of anyone than he would expect from himself. He sets those same standards on himself & leads by example.”

TIINA TULIKORPI
EXEC VP Corp Relations



THE GENIUS OF PETER NYGÅRD

“I’ve always been tremendously competitive. Business to me is not a vehicle for making money but a vehicle for achieving a sense of accomplishment that just keeps driving me further.”

PETER NYGÅRD

THE BUSINESS INNATELY OPERATES WITH PROVEN BUSINESS PRINCIPLES

If you observe Peter Nygård’s core characteristics & belief system that form his nucleus, you can see that no matter what career direction he decided to go in, he would have quickly ascended the ladder to its pinnacle.

He did it at the age of seventeen when he was the youngest relieving store manager the Loblaws stores ever had. He also did it when he had risen at Eaton’s of Canada — a distin-

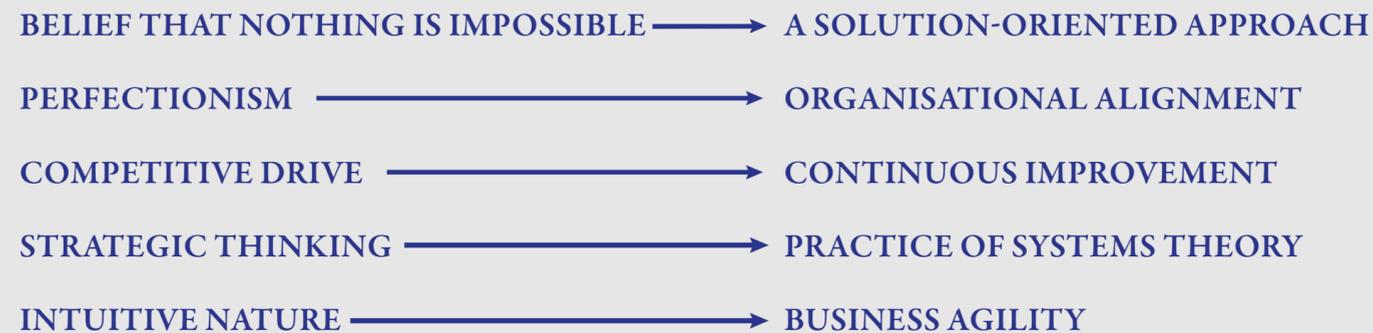
guished department store in Canada from the 1960s on. Nygård had moved up the ranks to become head of a division of heavy goods stores at the age of twenty-five. & of course, he took Tan Jay to unimaginable heights from the very beginning.

Social scientists & organisation development practitioners will tell you that Nygård’s business operations had very specific & important

elements that, taken together, were so much more impactful than the sum of its parts. It skyrocketed the business to success.

For many business leaders, the elements that led to Nygård’s success are all formalised processes they try to emulate. For Nygård, it wasn’t about trying to implement theory. It was simply an intuitive recognition of how best to run his business.

Nygård had a foundational advantage that would always serve him well. His belief system & characteristics led him to develop his business based on known business principles of success, whether consciously or not. Here are the principles at work in his business & the outcomes they produced:



Each of these business approaches is significant in & of itself. Many businesses attempt one or several approaches to organisational efficiency, effectiveness, & excellence. Peter Nygård employed them all.

A tall order? Not for an individual who has the foundation he has, who wants to be the best at what he does, & who has the drive & willingness to work the sixteen-hour days it may take.

HIS BELIEF THAT NOTHING IS IMPOSSIBLE

BELIEF THAT NOTHING IS IMPOSSIBLE

A SOLUTION-ORIENTED APPROACH

The single most influential factor in Peter Nygård’s exponential business success is his belief that nothing is impossible, which produced a solution-oriented approach to his business.

The significance of a solution-oriented approach is illustrated in the Apollo 13 space mission challenges. It’s a situation that business consultants have used as a great storytelling example to demonstrate an important lesson for businesses. Most people are already familiar with the unforgettable line from the Apollo 13 mission: “Houston, we have a problem.”

When the astronauts in the Apollo 13 mission got in trouble while in space — with challenges that would have prevented them from returning to Earth alive — the chief of the Apollo 13 mission on the ground at NASA had one goal: “Bring the Apollo 13 astronauts home.” This is the goal he communicated over & over to the engineering team on the ground working on the problems faced by Apollo 13 in space. No matter how many times the engineers came to him to explain what problems they faced trying to find a solution, he kept sending them away & reminding them of the goal — bring the

astronauts home. He told them that he didn’t want to hear what couldn’t work. He wanted to hear what would work to bring the astronauts home. In other words, he kept directing them to seek solutions — to focus on the resolution & not on the challenges.

There is no doubt that the Apollo 13 mission would have been doomed & the American people made to mourn the deaths of their astronauts, if the team on the ground was not able to come up with a workable solution for the Apollo 13 astronauts to return to Earth safely. While Peter Nygård’s business missions are not as dire, his approach to every objective & goal was & is to ‘bring the astronauts home’. No matter what he wants to achieve, he works with the premise that without a shadow of a doubt nothing is impossible. But Peter Nygård didn’t need this lesson from the Apollo 13 mission to know that nothing is impossible. Of course nothing is impossible. From the age of three until he left his grandparent’s farm, he watched his Grampa do the impossible every day.

Is it any wonder that Grampa Nygård had a son who would chase after a bakery truck in his need to find a job, & a grandson who

“There’s no quitting; there’s no such thing as ‘can’t be done’ with Nygård. He always finds a way, & you know what, it gets there; he gets there. He always gets there.”

ERNIE CHAVES
VP Logistics

No matter what he wants to achieve, Nygård works with the premise that without a shadow of a doubt nothing is impossible.

delighted in the challenge of proving everyone wrong whenever he was told it couldn’t be done?

Whenever Peter Nygård encountered a challenge in his business & wanted to do things that had never been done before, he simply got to work & found a way to make it happen.

The 2008 recession was no exception. Why should he join the recession? Others would have told him, ‘it’s impossible to avoid’. But challenging Peter Nygård is exactly what causes him to resolve to prove everyone wrong. So, he dug in, allowed his sisu drive to take over, & found a way to avoid the recession.

He decided not to join the 2008 Recession

What did he do?

First of all, Nygård sensed what was coming. It was just another example of his intuitive sense kicking in to tell him something was wrong: get prepared. For Peter Nygård, it’s never a question of going along with any suggestion that means failure of any kind, even if it’s the experts talking. If others want to buy into the idea that ‘it can’t be helped’, fine. But, failure is never an option for this self-made man.

You see, he doesn’t know what it means to give up on anything. It’s not who he is; it’s not in his DNA; & it’s not how he was brought up. It was simply a matter of finding a way to ‘bring the astronauts home’ — it’s about finding the right solution.

So Peter Nygård ignored the economists & got to work with a solution-oriented approach. Believing that nothing is impossible, he strategised to find a way to avoid the recession, despite the fact that his business was dependent on others, who no doubt, would also be experiencing the recession.

Nygård went through his company with a fine-tooth comb & cut his expenses by \$30 million. He made other tweaks & adjustments here & there. Instead of losing money & experiencing a decline, Peter Nygård saw a more than 25% increase of his business profits in 2009.

These are the kinds of results that a belief that nothing is impossible & the use of a solution-oriented approach produced for Peter Nygård then & have continued to produce over his fifty years in business.

HIS PERFECTIONISM

PERFECTIONISM

ORGANISATIONAL ALIGNMENT

Every single associate, even if they haven't worked with him directly, knows that Peter Nygård is a perfectionist. Everything must always be perfect.

Executives have said that watching him at work on a project & insisting on perfection on every level could drive one crazy; however, once you see the results of what he was trying to achieve, you can't help but think, "This man is a genius!"

Nygård's insistence on perfection led to the alignment of organisational structures, processes & systems in a way that guarantees success. Think about the term 'firing on all cylinders.' If a car isn't firing on all cylinders, it can't move as efficiently & effectively. It's the same with organisations: If organisational systems & processes are not all lined up to work toward the business goals, it hampers the organisation's ability to achieve them, or at the very least, slows down progress.

While organisational alignment generally involves aligning the strategic goals with the policies, practices & behaviours mandated for achieving these goals, Nygård's organisational alignment takes it to another level. It represents an almost 360-degree alignment.

He did not just align the organisation overall; his organisational alignment efforts were performed in detail on several layers. In fact, his alignments are multileveled on macro & micro scales.

1. Technological Alignments

At a macro level, Nygård developed technological tools to aid in product development & to contribute to the alignment of various

departments with the business goals:

The Product Development VComm Screens were created to give design teams real-time information. Data warehousing software was developed to ensure both data analysts & designers could review product results & be on the same page with forecasting decisions.

Shipping VComm screens were created to improve tracking, & the company was one of the first to use bar code scanning to improve accuracy & cut down on market delivery times. Also assisting with market delivery times was the ARTS2 software that connects stores with the Customer Service Centres, allowing for immediate replacement orders as soon as items are sold. These alignments had a major impact on efficiencies & the overall effectiveness of the business allowing the organization to surpass its business goals.

At the point when Nygård became technology-centric, he realised it would only really be effective if he implemented technology measures across the board both internally & externally. At a micro level, he sought ways of ensuring external processes aligned with his product development needs. When he couldn't get buy-in from his external customers, he came up with strategies to make it work.

For his manufacturers abroad, it was more efficient & cost effective to purchase the computers for them & provide the training they would need to make it work. It made an immense difference in the production timeline, reducing specification errors, which resulted in major savings.

When he couldn't get his vendors to com-

puterise, in some cases, Nygård bought computers for them & trained them on how to use the company's system for placing orders & receiving invoices. With other vendors, he provided a financial incentive where companies allowing the use of the electronic invoices got discounts on their invoices.

2. Organisational Structure & Processes Alignments

On a macro level, Nygård formed cross-sectional teams to ensure those departments impacting each other's results were communicating & working together to ensure overall effectiveness.

On a micro level, with the internal communications system, Nygård ensured consistency not just in general use but in email language & formatting designed to save time & engender cooperation among associates.

Nygård understood the link between levels of comfort, motivation, & work output. In his work space design, he always sought to find ways to ensure that employees were comfortable enough in their work environment & their workspace design to produce the highest output. Additionally, incentives were provided to motivate workers to increase output.

On both the macro & micro levels, the ultimate strategy to create organisational alignment is the organisation's intense focus on continuous improvement. The annual summits by department ensure a recurring detailed look at their structure, processes & areas for improvement within the department each year. Such an in-depth review of strategic planning, department by department, allows for continual focus on aligning organisation-

al processes & systems on a micro level with business goals & objectives.

3. Product Development & Delivery Alignments

A key component in Nygård's effort to ensure organisational alignment is in assessing the customers' views & desires to ensure there is a match between what the customer wants & what products the company is producing. He used a type of 360-degree approach to be able to discover the customers' views. In addition to asking the customer directly, the company was one of the first to formally invite the sales agent into the product development process at the start of the design cycle to have their input on the customers' views.

As a micro strategy, the company's real-time assessment of best sellers & worse sellers, through their visual communication screens, gives a real-time reflection of customers' likes & dislikes.

Product standards are also aligned. In order to ensure high quality standards, Nygård consistently sent his people into the field all over the world to manufacturers to ensure they were trained on & delivering on 'The NYGÅRD standards.'

One of the most important alignment aims, & the most impactful steps Peter Nygård took, which transformed his business in many ways, is seen in the form of the Product Development Committee. The product development bi-annual week-long strategy sessions' core focus is on ensuring product development is aligned in every way to maximise the ability to reach the company's business goals.

HIS COMPETITIVE DRIVE

COMPETITIVE DRIVE

CONTINUOUS IMPROVEMENT

"With Peter, second place is never good enough. He believes there is no conceivable reason why anybody should be better in any category than we are. He once said, 'Why should anybody have a better fit than us? It doesn't make any sense. Why should anybody have a better fabric than us?' There's nothing he believes that we can't be better at. We should have a better fit, fabric, quality, & price in his opinion. I think it's a winning attitude."

GORDON STEIN
ACCT EXEC NM

There you have it! It's Peter Nygård's winning formula. It's not enough just to survive or simply thrive. In his mind, he must be the best at every single thing that he does — from sports to building things, & in business, he must be the leader, the pacesetter; he must stand out from the crowd, & that's what he does.

Competition was the order of the day back in Finland. The number of medals the Finns have won at Olympic events relative to their population size has been noted. So for a little boy in Finland, it was always about being the best.

The question is, if Peter Nygård had been born in Canada, would the desire to be the best still be a part of his makeup? We'll never know. Whether it is his Finnish roots that make him always want to compete & be the best or not, it has served him amazingly well. First of all, it drives him to work harder & longer hours than anybody else. In fact, he

is most known for his sixteen-hour days. As Ernie, VP for Logistics, notes, "I've worked with him on many projects, late nights, weekends, but he's always there. It's not like he's telling you to do something & he hasn't done it. Nobody can keep up with him. He puts in more hours than anybody else here in the organisation for fifty years."

Nygård's work ethic is not surprising given the values inculcated in him, the life principles handed down to him, & the unceasing work-ethic examples demonstrated by his parents.

A customer once asked Peter's father, Eeli Nygård, how many employees he had at the bakery. Eeli told the customer "Four." The customer said, "But I only ever see you & your wife." Eeli replied. "Yes, I work two shifts & my wife works two shifts."

Like his parents before him, Peter Nygård is

a strong believer in hard work, & just as his father did, Peter works as long as necessary. Given this standard that he sets for himself, it is difficult for employees to not follow suit & work long days as well.

One of his VPs, Rick, said "Somebody asked him, why he works so hard; why he works seven days a week; & he said, 'I wish I would start working. I don't feel like I'm working.' He's doing what he loves to do, & it's not work."

Peter Nygård may not consider what he does 'work', but working hard is what he does. He believes if it must be done, it must be done — staying on top of things creates a cumulative effect that allows him to achieve his goals. When you are prepared to work that many hours seven days a week, it impacts the business results.

It is not just about working hard for the sake of working hard. It is about doing what it takes to be the best. As Jim Bennett, NYGÅRD Vice Chairman, points out, "Nygård's approach is 'I'm going to find the guy who knows the most about it & is the best at it & be better than him.' Because everything he does, he has to be the best at it."

Nygård's competitiveness drives him to not just work endless hours, but to also continuously work toward improvement. For him, the idea of continuous improvement is not just a passing business fad. He believes that it is always essential; as he once told the associate who said that if it's not broken, don't fix it, "Nothing's ever perfect; of course you can fix it because you can always improve something."

The Nygård Competitive Advantage

Peter Nygård's having been named Athlete of the Year in high school was based on his focus

on continuous improvement. For most, once you are done with any athletic practice overseen by a coach, the last thing you want to do is extend your practice time. The fatigue would stop you. So to insist on not just practicing shooting baskets, but on making ten free throw baskets in a row before you can leave is a serious commitment to continuous improvement.

That's what champions are made of though, & that's what it takes to be the best.

This is the kind of dedication Peter Nygård brings to the table whether in sports, work or business. Continuous improvement is the road to take him to where he wants to be — the best. Such willingness to do what it takes to be the best is what assures his win & continues to accrue in benefits almost as an aside to his focus on being the best.

If there was ever any doubt that Nygård is simply driven to be the best as opposed to doing things for the money, consider this statement he made about his financial goals: "Even the billion-dollar number is not that much different to us than when we were at \$100 million. It's just the next level. The number itself is not so magical."

The way Nygård 'won' in business is finding that advantage over his industry competitors. After his self-study in the apparel business that he took over, he realised that the most important element of every garment is the fabric.

Everything you want a garment to achieve happens through fabric choice. Even though other fashion designers would have that same understanding & focus on making strong fabric choices, not surprisingly, Nygård took it to the next level.

HIS STRATEGIC THINKING

STRATEGIC THINKING

PRACTICE OF SYSTEMS THEORY

In addition to visiting all of the fabric fairs around the world, he went to the fabric mills across Asia. Once again, he became immersed in that world, learning everything there was to learn about what yarns made the best fabric. Then he went deeper, & began choosing, combining, & experimenting with all sorts of yarns to have his own fabrics made. That's how he became known as the 'King of Polyester.'

Add to that his desire to 'achieve it all' in one fabric — stain resistant, wash & wear, non-shrinking, soft to the touch, comfortable on the body, compressing & stretching at the same time. That's a near impossible order for any fabric, but not for Nygård, who uses a solution-oriented approach, has a sisu spirit of never giving up, & believes that nothing is impossible, nor is anything ever perfect.

This near-obsession with continuous improvement & perfection, as well as the drive to be the best, brought about a competitive advantage purely focused on fabric creations that his competitors could never match unless they too develop the combination of characteristics that Nygård brings to the table.

That has allowed him to create a multi-million-dollar breakthrough with his SLIMS creation. SLIMS wouldn't be such an unprecedented hit if it couldn't do the impossible of reducing a woman's pant size, compressing her thighs, lifting her buttocks, elongating her legs, & hiding her muffin top, & if Nygård had not believed that 'nothing is impossible,' had not insisted on a solution-oriented approach to do the impossible, had not worked the sixteen-hour days, & had not insisted on perfection in his experimentation before deciding "That's the one!"

Nygård's competitive nature & constant focus on improvement has allowed him to be the pacesetter & to reach amazing heights.

Essential to achieving breakthroughs & continuous improvement effectiveness is to have an organisational culture that is conducive to continuous improvement. This requires several things.

1. An open culture
2. Problem solving mode
3. Associates' ability to learn

Nygård's desire for continuous improvement keeps him open to input from his associates.

Peter Nygård is tolerant of mistakes — as long as associates learn from them & it only happens once. Nygård wants his team learning all the time & recognises that sometimes mistakes have to happen to achieve this.

The one thing everyone within the organisation is aware of is Nygård's intolerance of cover-ups. The saying is 'if you mess up, fess up.' Associates will tell you there is no question you will feel his wrath if you try to cover up a mistake.

Additionally, Nygård's insistence on perfection keeps associates in problem solving mode. Since "perfection" is constantly drilled in, continuous improvement is always the order of the day & is reinforced through annual department strategic planning sessions in the form of the NYGÅRD Summits.

No continuous improvement program could ever work without these important elements as the following discussion illustrates.

Employing Double Loop Learning with Feedback Loops

A decade before, Nygård demonstrated to his staff that it was okay to engage in double loop learning — an organisational behavioral theory created by Chris Argyris, who was a professor of Education & Organizational Behavior at Harvard University.

Double Loop Learning is a theory of how organisations, which are challenged with the inability to learn important lessons, can reverse this within their organisations.

Argyris writes: "Organizational learning is a process for detecting & correcting error." The essence of the challenge is portrayed in this introductory question posed in a Harvard Business Review article, "Double loop learning in organisations" by Chris Argyris himself:

Why are employees reluctant to report to the top that one of their company's products is a "loser" & why can't the vice presidents of another company reveal to their president the spectacular lack of success of one of the company's divisions? The inability to uncover errors & other unpleasant truths arises from faulty organisational learning, says this author. Such habits & attitudes, which allow a company to hide its problems, lead to rigidity & deterioration.

The article describes how the inability to engage in double loop learning led to a dire situation for one company:

Several years ago the top management of a multi-billion dollar corporation decided that Product X was a failure & should be dropped. The losses involved exceeded \$100 million. At least five people knew that Product X was in serious trouble six years before the company decided to stop producing it. Three were plant managers who lived daily with the production problems. The two others were marketing officials, who perceived that the manufacturing problems could not be solved without expenditures that would raise the price of the product to the point where it would no longer be competitive in the market. There are several reasons why this information did not get to the top sooner. At first, those lower down believed that with exceptionally hard work they might turn the errors into success. But the more they struggled the more they realised the massiveness of the original mistake. The next task was to communicate the bad news so that it would be heard above. They knew that, in their company, bad news would not be well received at the upper levels if it was not accompanied by suggestions for positive action. They also knew that top management was enthusiastically describing Product X as a new leader in its field. Therefore, they spent much time in composing memos that communicated the realities yet would not be too shocking to top managers.

Argyris explains what went wrong: "When the plant managers & marketing people were detecting & attempting to correct the error in order to manufacture Product X, that was single loop learning. When they began to confront the question whether Product X should be manufactured, that was double loop learning, because they were now questioning underlying organisation policies &

objectives."

From the very beginning, Nygård set the stage for double loop learning within the company. His first question was 'how do we even know that we are making what we should be making?' He set out to find out by first asking the customers directly. They wanted longer skirts. He then changed the core of what the company did to meet the needs of his customers. This was just one of several steps Nygård took to ensure organisational learning.

For Nygård, this continuous feedback on the customer's needs is a necessity for success. He also invited sales people into the product planning meetings to find out on an ongoing basis what the company could be doing wrong with their designs & products or what the company should be focused on improving.

While a problem of covering up & withholding information — "inhibitors" to double loop learning — is a challenge for many organisations, it is not for Nygård's company. Since mistakes are allowed among associates, cover-ups are generally not practiced within the company.

Additionally, the organisation is structured in a way that there are rules & processes for achieving the best results found in 'The NYGÅRD Infocentre'. Concomitantly, there are strategic planning sessions with each NYGÅRD division every year to review how well their processes & systems worked for the previous year. If structures or processes require changing because they didn't work as well as was expected, those structures & processes are changed accordingly. Therefore, the organisation avoids being "blind to their weakness."

By allowing mistakes & encouraging learning Nygård also avoids the pitfall of Argyris' "defensive reasoning," another obstacle to a learning organisation. They solve organisational challenges on a basic level, continuously, & on a foundational level every year.

Nygård's competitive nature & constant focus on improvement has allowed him to be the pacesetter & to reach the near billion-dollar mark.

Peter Nygård brings an enviable set of skills to the table that allow him to excel & achieve the level of success he does with everything he touches.

Peter Nygård's analytical skills, & ability to think strategically, give him a marked advantage as this example by NYGÅRD President of Retail, Sajjad Hudda illustrates:

After the slims were developed, Nygård priced the slims at \$49. I told him "It's too cheap. Why are you doing that?" He said, "Don't think of now. Think two years from now when everybody is trying to knock us off. If we are at a high price point, somebody will come in at a cheaper price point & we are going to have a problem. If you are going to develop something, make it so that it is very difficult to copy & make sure it is priced so right, that nobody can try."

A year later, a competitor came in with the same pant at \$89. There was just no comparison on any level.

People in the industry are asking, "How do you do it with that technology & that price?"

That has been the single biggest success of that pant.

Nygård's analytical & strategic thinking ability result in the practice of systems theory, which has allowed him to implement strategies that align with each other & that exponentially improved his results.

The idea of systems theory generally speaking is that 'the whole is greater than the sum of its parts' & that all of the parts are 'interrelated & interdependent.' Systems theory views the whole as a system made up of subsystems that

are open or closed as they relate to input or feedback from the environment. These subsystems or parts impact each other, & when working together, can create a result that is far more meaningful than its parts working individually. There are several core elements in Nygård's business practices that tend to suggest that systems theory or its extensions are in use.

Nygård constantly reviews environmental & market conditions & determines the extent to which it could negatively impact his business & then he takes steps to mitigate it. This demonstrates that his organisation is an open system that is aware of external environmental conditions that can & do impact his organisation, to which he responds.

Peter Nygård doesn't just interact with the environment on a superficial level; he surpasses the basic relationship of receiving supplies & producing goods to be sold. Nygård takes it to a level of continuously studying external conditions in detail & making adjustments & improvements to better position his company.

This extended practice within his business demonstrates another component of systems theory — that of possessing multiple feedback loops & self-correcting all the way from production processes to products.

Technological Ingenuity

Nygård employed whatever tools were needed for optimum functioning & created entire systems to improve efficiencies & functionality within the company. His use of technology from the very start was designed not only to make overall improvements in efficiencies & systematically align operational components with business goals, but it also had the purpose of responding to the changes in the environment — a move toward extended use of technology.

This led him to make technological implementations that complemented all of the various work tasks & functions within the company, raising the technological integration to a higher level.

The various technological systems Nygård created were effective because of his systems approach, which was motivated by the company's various needs in response to the changes in the external environment. His approach yielded a multitude of benefits.

One of Nygård's biggest competitive industry advantages is his ability to reduce the timeline in getting his apparel to the stores. It is for this core reason that other retailers contract the company's services for their logistics needs. Nygård was able to bring this about from his systems approach to his business goals.

When he developed software for his design process, it wasn't enough to focus simply on the design process itself. It made sense that if they were going to get real-time information on customers' desires to be able to engage in improved planning for design, & thereby saving time in that process, then they also needed to increase efficiencies in their factories & in the timeline of getting the product to the market. Otherwise, why bother? If you save time in one area, what good is it if you are delayed in another?

Since time is money, purchasing computers for manufacturers around the world led to faster product-to-market times & therefore increased profits.

Also, the new system allowed designers to change details on a whim. In seconds, those changes are communicated to the manufacturers who then immediately cut & sew goods exactly to the updated specifications.

Expanding the systems approach of having an open system that makes use of environmental feedback, the question became, 'what good are the production improvements if goods are held up in shipping?' It was important to have a shipping system that also helped improve efficiencies & decrease the timeline.

Nygård developed technological time-saving measures including the implementation of barcode usage before packages leave the factories for shipping. Trusted manufacturers — in relationships developed through decades of working together — are able to scan & pack before shipping, with the distribution centres knowing exactly what's being shipped out through their systems. The trust & technologically ensured level of accuracy allows for direct shipping to stores once goods arrive.

His systems approach resulted in the creation of a software program with the ability to track shipments — monitoring their progress, foreseeing delays to expected arrival dates, & planning around them before they could negatively impact the business.

The computer software itself — Peter Nygård's brainchild modeled after airport terminals with flight info — reflects a micro-level systems perspective.

The comprehensive monitoring system reflects unforeseeable catastrophes such as a typhoon or a mechanically malfunctioning ship, which shows up in the system as red, indicating goods are late. Blue indicates goods are being transported by air. Yellow shows goods are on time & green identifies certified suppliers — those that have proven themselves with Nygård & are fast-tracked through the system with minimal inspections. On pick-and-pack screens, blue indicates that shipments will exceed employee capacity & that personnel must be shifted to accom-

HIS VISIONARY INTUITIVE NATURE

FORWARD THINKING

ADVANCES BUSINESS AGILITY

“He sees what’s happening in the market before it even happens. He knows what’s going to happen in retail before it happens. I’ve never worked with someone who is quite as visionary as he is.”

SAJJAD HUDDA
President NYGÅRD Retail

In January one year, Peter Nygård & a couple of his executives were walking through a department store that sold their products. He looked around & told his colleagues that he didn’t have a good feeling about the prospects of that company. Nygård predicted that the department store would be bankrupt by July of that year & advised his execs to take precautions so as not to end up with unpayable receivables. By the end of June of that year, the company had gone bankrupt.

Nygård’s intuitiveness is also illustrated in this story told by Gordon Stein:

I remember I was developing a five-pocket jeans for the Alia line. I sent the specs to Nygård. He sent it back to me & written all over it was, “Must have elastic in the waistband.”

In those days, nobody put elastic in a waistband in a jean. It was just the typical jean. I’m thinking, “I’m not going to put elastic in a five-pocket jean;

maybe in a pull-on for the older ladies, but not a five-pocket jean.” Anyway, by that point, I had learned not to argue with Peter & just do what he says. So we redesigned it & we put an elastic in the waistband.

We were holding a product knowledge meeting & the models were showing it. I was the moderator & I said to our clients in the meeting, “You’re selling an awful lot of these jeans. What is it that people love about this jean?” One lady immediately responded, “They love the elastic in the waistband.”

I don’t know how he does it. I hate using the cliché, but honest to God I thought, ‘who would do that? Who would put an elastic in?’ & you know, I ran into many situations like that over the years.

Rick Wanzel concurs with Hudda & Stein about Nygård’s talent for seeing what’s coming: “He’s identified the need & usually ahead

modate the workload. Thus, the various departments impacted by changes in the environment & the delivery of the company’s goods can immediately respond & adjust their processes accordingly.

The responsive system Nygård created is remarkable even to computer specialists:

Nygård’s use of technology is impressive. In using technology, you have to use it effectively. He effectively uses technology as a tool to create instantaneous information that they can respond to immediately. He has created technological systems to help his people get the right information at the right time. He is a technological leader & always on the cutting edge. He is always the first & stays on top whether it’s technology, design, fashion trends or fashion agility. There is no doubt in my mind that the technological strategies he employs are a big part of why he has been successful these 50 years. It’s that foresight & vision he has that drive the success of the company. (Daane Clifford, Director of Network Security)

The multiplicity of computer systems & technologies & their multi-level functions that Nygård used in every area of his company is a prime example of his systems approach & ability to create phenomenal levels of success from this approach to business alone.

Seeing the Forest & the Trees

While some people are visionaries & great at seeing the bigger picture of where the company might be going, others are more detail oriented & can see the nitty-gritty details much better than they can sense the overall direction.

You can often witness this distinction in companies where the leaders are visionaries but require a deputy to handle the details of making it happen.

That distinction is often discussed & noted. But how common is it to find individuals who are able to be both visionaries & detail oriented? Imagine the level of functionality the individual possesses who can be both.

Peter Nygård has that advantage & is able to see both the forest & the trees. He is not just analytical & detail oriented, but able to move

back & forth between seeing his overall vision of where he is trying to take the company & all of the various components that impact it & have to be developed & aligned with each other to achieve his vision.

His development of the NYGÅRD SLIMS is a prime example of this winning combination. When he came up with the idea of marrying legging & spanx to create a new pant — which was in response to the feedback on market desires — it was difficult for some to imagine what this would look like. Then there were those associates who participated in the development process who didn’t quite get the level of analysis, detail, & tweaking Nygård was doing to perfectly realise of his vision. Yet, Peter Nygård knew what the final result needed to be; & he was also able to break-down all of the various components & figure out how each needed to deliver & work together to achieve his vision.

It is the reason he would spend a week consisting of fourteen-hour days just on the waistband alone. It is the reason he would take two years of analysis & development before he achieved the perfect pant of his vision. Besides being a perfectionist, Nygård knew the level of detail that was required to achieve his grand vision with slimcurve technology that no one else had ever produced before or to this day.

The use of a systems approach requires both the ability to think analytically & the ability to synthesise. Nygård’s ability to do both has allowed him to be able to continuously look at his overall business goals & vision for his company, break down the parts — not just by department but on a deeper level within each department — & then align all of the various components with each other & the business goals to achieve his overall vision.

Nygård doesn’t just play lip service to an idea for improvement or strategy for implementation. He gives it every chance to succeed by systematically planning for all of the elements needed to make it a success. As in systems theory, Nygård views the interdependent nature of all aspects of the situation & takes into consideration both the internal & external factors impacting his success.

For instance, when instituting the piece-work system in his factory, he ensured the physical working conditions were conducive, he gave

the right incentives to associates, & he helped them to learn by giving them the space to fail. He allowed it to evolve into a workable success.

The NYGÅRD ‘Cult’ure

Without his ability to marshal his associates in a way that they would all work toward his business goals, Nygård’s use of systems theory would not be effective. There are several factors that make the organisational culture work for him & all that he attempts to achieve. It is the combination of these factors that work so perfectly together to yield results that are ‘greater than the sum of their parts’. It begins with the organisational structure.

The flatarchy that he created maintains a strict hierarchical protocol while enabling flexible work processes through the mandated work teams. These teams among themselves figure out how to create a synergy of their various departmental functions.

Communications play a significant role in the effectiveness of every organisation & can often be cited as the cause of major challenges within companies. The mandated communication policies at NYGÅRD serve to close gaps in terms of information required on a daily basis for any one department to perform their work functions, especially given that all associates are expected to respond to any email requests within 24 hours.

The organisational policies are so detailed & clear-cut that there is never any confusion over what is expected & how one should behave. While tough, Nygård’s management approach is also realistic & practical.

Peter Nygård has cultivated an organisational culture that is not just responsive to everyone’s work needs but allows for constant feedback & trial & error. If employees are allowed to fail, then they are more apt to want to try new things. Since NYGÅRD Summits are held annually for each department to bring challenges to be resolved, the idea of giving feedback & trial & error is reinforced.

Just as organisational culture theorists propose, Peter Nygård communicates the company’s vision twice a year; values are not just ‘espoused’ but are practiced; communication policies are upheld; associates are consistently rewarded for outstanding performance through bonuses & a promotion practice that

values demonstrated organisational value; & the company’s history & development is told not just in bi-annual speeches by the chairman but comprehensively through the orientation process.

Legacies are created through the various company events — most especially the company’s core focus on the celebration of life which includes having breast cancer survivors perform as models in every fashion show ever held.

While Peter Nygård is known to be a ‘tough boss’ with high expectations, he balances it out with a generosity that astounds even the employees themselves. There are countless stories of Nygård paying for medical treatment for employees & even family members of employees. For example, when he learned aware that one of the associates in the construction department has a brother with multiple sclerosis, Nygård took action to assist. On his travels he discovered a new treatment for multiple sclerosis; he called up the associate to tell him about it. Then Nygård instructed his travel department to make the arrangements for the associate’s brother to be flown to Kiev for the treatment.

Then there is the \$10,000 that Nygård has given out to long-term employees at his 35th anniversary & his 50th anniversary — which has totaled almost two million dollars.

These are the aspects that cause employees to love Peter Nygård & sing his praises, which cause some people to think of the NYGÅRD organisation as a ‘cult’.

Cult or no cult, through his strategic thinking, his various approaches to management & the shaping of the company culture, Peter Nygård has managed to achieve a phenomenally functioning organisation that helps him to continuously exceed his business goals.

The only way Nygård was able to make effective changes in his focus on continuous improvement & organisational alignment — on such a micro-level — was due to the combination of his analytical ability & his ability to think strategically, as well as the successful implementation of his ideas.”

Nygård’s organisational practices & achievements using a systems approach to all that he did produced remarkable results over these fifty years in business.

you're often only as good as your last product. That means you have to be agile. Now, having said that, you could think, "I'm not in the high-tech sector, so that's less relevant for me." But with today's levels of uncertainty, ambiguity, volatility in the markets, & globalisation, this is starting to be true for any company. It's critical to be agile & quickly respond to change & actually benefit from change. & if you think that you're still in a corner where this doesn't hold true, wait for the disruption to come. Tomorrow it will be relevant for you.

people who swing the pendulum the other way & they become very slow, very rigid, very bureaucratic. & they quickly get stuck because they can't move fast enough to keep up with changes in their external environment. The critical thing is to have an organisation and, importantly, leaders who can think about that backbone of the organisation — the few critical things that won't change, at least not very much, not very quickly — that the company can use as stable foundation & springboard. A hardware & operating system, if you will.

intuitive sense of what he needed to do next & where he needed to go next.

Nygård was always able to be responsive to industry changes. This was due to his organisation's stable foundation that allowed for shifts that would accommodate new systems & processes required to meet any new goals. It permitted a nimble & agile business that could sustain perpetual reinventions.

This is illustrated in the biggest change Nygård made to his business when his intuition showed him a sign of what the dire consequences to his business would be from a change in the market he perceived in the late 80s. Nygård recognised that there was a move among many major retailers to start shifting away from polyester products.

It wasn't so much about the change in the industry as it was about the meaning of the change & the potential impact on his business. A pivotal response to the industry changes became necessary because of the nature of Nygård's business. He was considered 'the king of polyester' due to his investment in creating a beautiful polyester fabric, his commitment to its use — because it was so desirable — & how it contributed to the success of his business.

Nygård knew he needed to act. However, the dilemma for him was whether or not to stick with his very loyal customer base & potentially lose floor space in department stores, or follow the apparent trend & lose his loyal customer base — who didn't necessarily want the change.

For Nygård, neither option was acceptable & so he came up with what anyone else in the industry would have considered an impossible solution.

A Visionary Wired to Think Outside the Box

Peter Nygård almost seems wired to think outside the box & come up with brilliant solutions. In many ways he is: When you have a combination of a belief that nothing is impossible to achieve, that you must always be the best at everything that you do, that everything must always be perfect, & you have the ability to think strategically & get insights

'from the cosmos', of course you are going to come up with the most brilliant of solutions in the face of any business threats.

Nygård decided to do what no one else had successfully done before: Go from being a manufacturer to being both a manufacturer & a retailer, & selling his products to his manufacturing customers as well as offering them in his retail stores.

However, Nygård is not simply allowing audacity to lead the way; he backs his decisions with a sound approach to ensure their strategic success.

He astutely addressed the challenge of convincing his retail customers that this move was necessary:

In telling them that he 'needed to complement their products,' he communicated that the items he would sell would not compete with what they were already selling.

In offering them a partnership, he communicated the message that he was not trying to have an advantage over them & that he really did see their relationship as a mutually advantageous partnership.

By committing to never reduce the price of the products in his retail stores he committed to never undercutting or undermining their businesses.

Suggesting that his stores would be a test tube sent the message that his partner-retailers would benefit from his discoveries and, at the same time, no longer suffer from trial & error.

Nygård's presentation of the idea of his opening retail stores was done in a way that mitigated any threats to his customers' department store businesses & actually got his department store customers to buy-in & support his idea of opening his own retail stores.

Business Agility Facilitates Shift in Business Model

This retail strategy Peter Nygård came up with required a complete shift in his business model. Businesses were either manufacturers or retailers but not both. No retailer would stand for a manufacturer that they buy from

competing with them on the same level.

However, Nygård's purpose was to come up with a strategy to mitigate the threats he faced or eliminate them all together, & he addressed the threats on several levels:

- His strategy of opening up his own department stores was focused on maintaining his loyal customer base — the wearers of his polyester fashions.
- Not being one to run behind trends, he wanted to figure out for himself if this was truly a trend & not a fad. One purpose his business strategy of opening new retail stores served was research & experimentation. This would provide the information he needed to determine what changes were needed, if any, & what future products he would move to develop.
- Being competitively driven to always be the best meant that Nygård now wanted to dominate any new trends. So, he got to work creating a silk fabric that had the advantages of being beautiful but stain resistant. Combining that with great designs resulted in this reputation: "Peter Nygård has brought something to Saks that is very unique — a product that is beautifully made with great fashions & creative genius." (Philip Miller — served as Chairman & CEO of Saks Fifth Avenue in the early nineties)

The way Nygård saved his business was to use his intuition, conduct the risk assessment, identify a strategy to mitigate the threats, ensure long-term survival, & put himself back on top as the industry leader in the new trend.

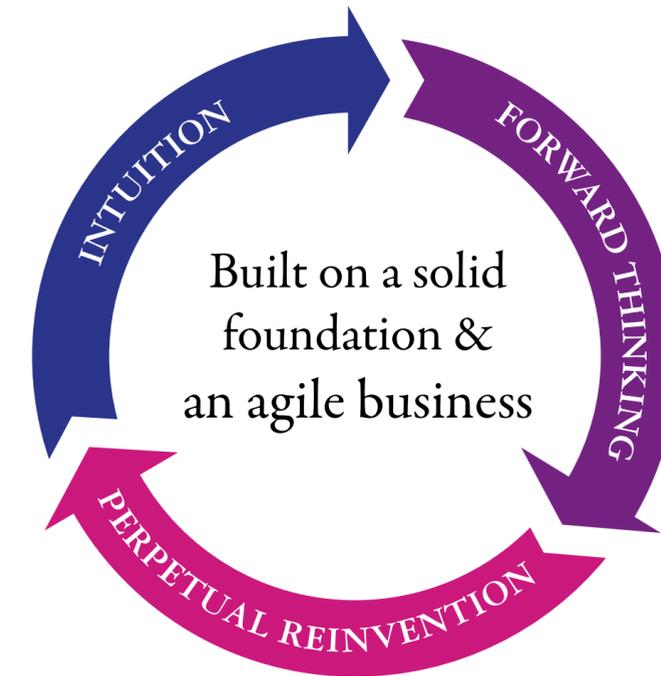
This was Nygård's approach to every situation because the bottom line for him is to always be on top. Nygård's ability to navigate around it & strategise to successfully address it came from having an agile business.

The NYGÅRD organisation has a stable foundation that can accommodate such major shifts due to its flatarchical structure — made up of both a traditional hierarchy & a flat structure with functional teams who work by objectives. This structure allows for

flexibility because associates are attuned to working within teams from various departments to achieve very specific objectives. With clear-cut processes for communicating & working together, for associates, changing what they are working toward is not any different than their rotational objectives over the work-life cycles.

The foundational structure & processes help enable the organisation to "renew itself, adapt, change quickly, & succeed in a rapidly changing, ambiguous, turbulent environment." (McKinsey principal, Aaron De Smet)

Nygård's organisational practices & approach is — as McKinsey principal, Wouter Aghina, has stated — a way to very quickly reallocate his people while keeping the structure constant; his dynamic model in his stable frame allows for true agility.



Almost every decision Peter Nygård made over the past fifty years in business was based on a 'feeling' he would get about what was coming and the direction he should go in.

Business Agility Allows for Perpetual Reinventions

The company's ability to remain agile made the difference between going under, like many others in his industry, & achieving exponential success year in & year out.

No doubt, the most monumental reinvention Nygård undertook was adding the retailer hat to his manufacturing portfolio. However, there were a number of other impressive reinventions as well.

Instituting the Product Development Committee (PDC) sessions, especially on the scale he did, transformed the way he did business. Being the first to invite sales people into the product development process was not the only significant result of that change; the company's 'hit or miss' ratio changed dramatically as a result — there were very few misses

going forward.

Nygård was also one of the first to implement online sales. His sales strategies over fifty years have expanded to unrivaled levels with manufacturing sales for both department stores & boutique shops, his own retail sales, Internet sales, home-party sales, & multi-country shopping channel sales.

Another monumental reinvention involved the technological transformations. Competitiveness made Peter Nygård want to be first in technological advancement. & his intuition told him it was the way to go to develop an advantage.

The technological implementations were massive & drove enormous increases in profits as they set the bench mark for the industry to a height his competitors could not reach. The technological advancements were & are unprecedented, covering product development, overseas production, accounting, sales, & shipping. It produced the unintended consequence of making him an industry leader in logistics with a 'fast to market' process that was & still is unmatched.

Ever the competitor, when Nygård saw his advantage of being a great pant maker slipping, he wanted to go back to being the best. His crowning glory is the creation of his 'SLIMS'. SLIMS are revolutionising the market as more & more women discover them, & sales hit levels that are unheard of in the industry.

Peter Nygård will forever be reinventing his business as he seeks to always be the best in business. His organisational stability & business agility will continue to serve him well as he astounds the industry even more with his never-ending strategic moves.



MAKING HIS MARK ON THE WORLD STAGE

"I was lucky enough to come to Canada, the land of opportunity, & to be able to put all my energy to work & be repaid & rewarded for it. To come from being a poor boy of nothing to this, it's a constant reminder. It's shocking."

– PETER NYGÅRD

THE INITIATOR OF FREE TRADE

"The focus, therefore, must not be on whether to have Free Trade, but on what terms to have it."

PETER NYGÅRD 1983

An individual driven to always compete, to be the best, does not think of himself or herself in a limited way. Nygård's determination to be the best applied to every role he took on beyond the confines of his local environment.

Barely a year into the apparel business, Nygård founded the Manitoba Fashion Institute with a mission of improving the economic climate & viability of the apparel industry. His message to the other businesses was that they had to come together as an industry to survive.

In 1979, Peter Nygård began writing strategic white papers on the Free Trade concept & submitted them to the Canadian Government. His third iteration was submitted in 1983 to the Canadian Textile & Clothing Board & the Minister of Industry, Trade & Commerce the Honourable Ed Lumley.

Nygård's papers surprised the Canadian Government. There had been disagreements among industry representatives & the government over the issue. With the garment

industry being the largest employer, their voice was an important one politically. Thus, their hold out prevented forward movement on the idea of free trade.

Nygård's phenomenal business growth & success made him a voice worth listening to by both industry participants & the Canadian Government. He was already at the \$50 million in sales mark by the time he wrote the first white paper on free trade. He was also an executive member of the industry associations.

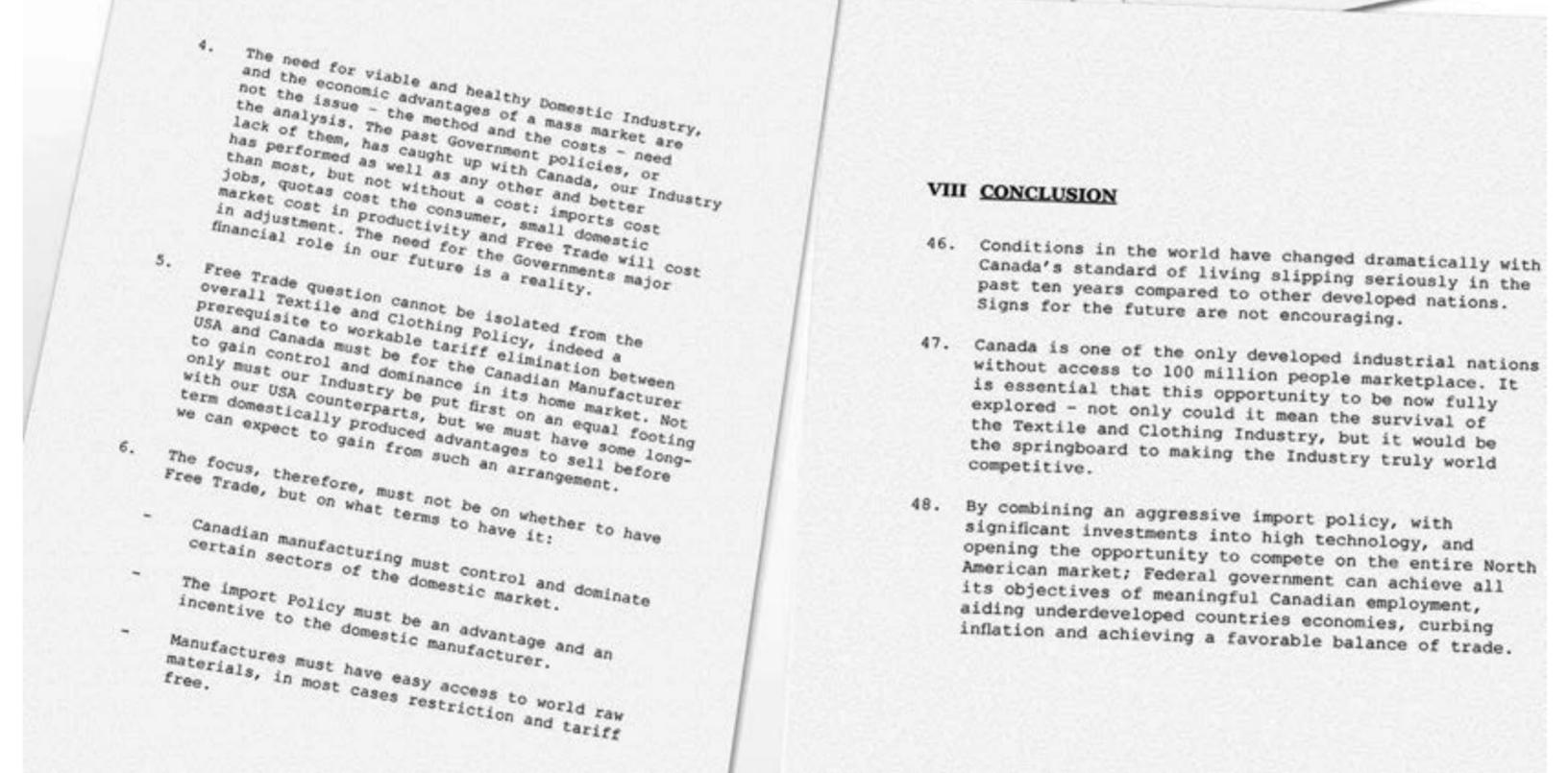
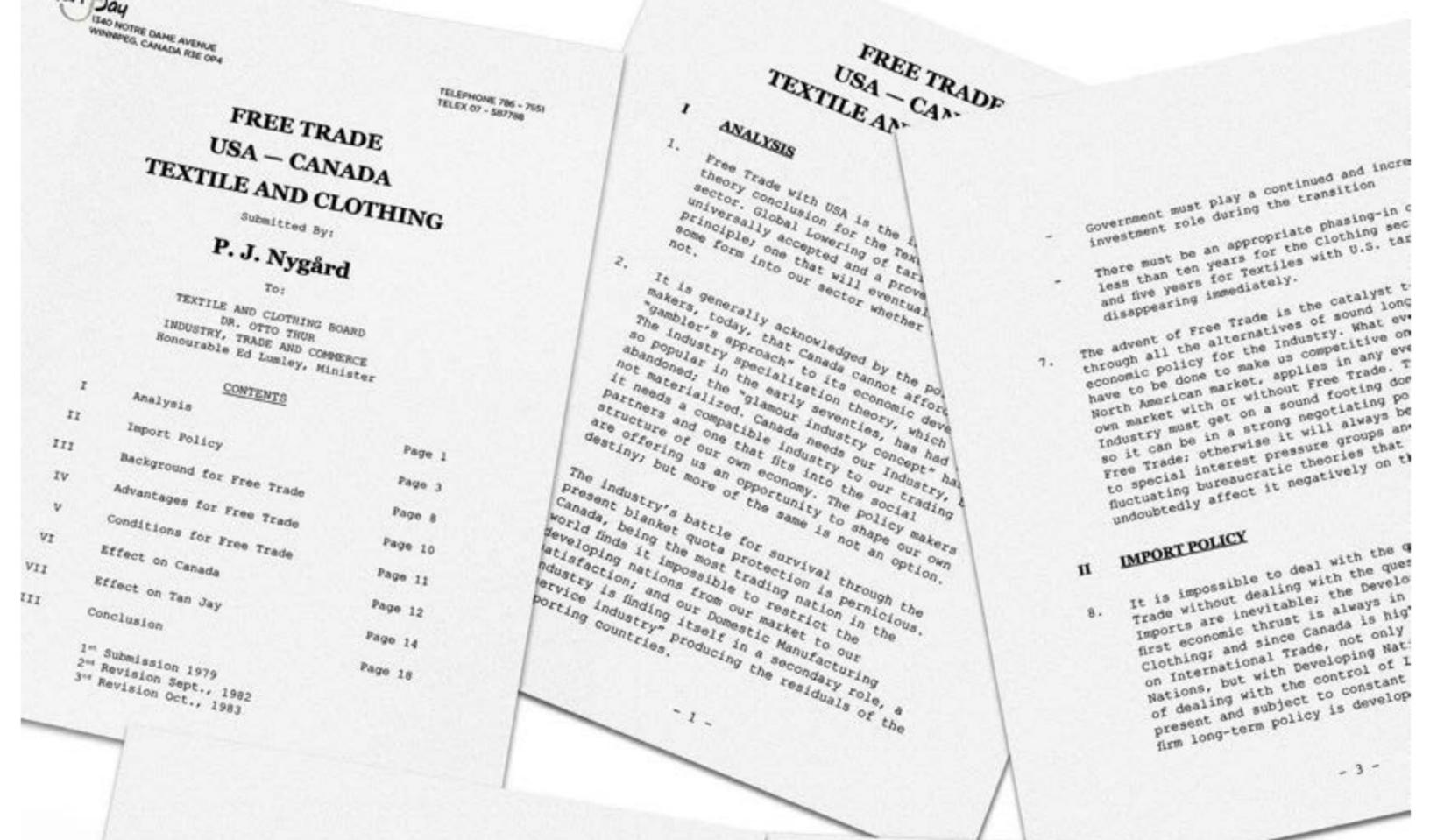
Nygård's perspective was a candid look at the situation. His insights & policy suggestions created the spark that ignited the fire opening the way for the Canadian Government's foray into free trade.

Peter Nygård was appointed to chair the advisory committee on future Canadian long-term Industrial Strategy. From that committee grew his recommendation to negotiate a Free Trade Agreement (FTA) first with the United States, which became the foundation agreement for Mexico's entry & creation of the North American Free Trade Agreement (NAFTA).

* In 1984, Nygård was appointed co-chairman of a fifteen-member task force created to make recommendations to the federal government about long-term industrial strategies for Canada's textile & clothing industries.

* In 1985, he was the only apparel representative to be appointed to the International Trade Advisory Committee (ITAC), a body which is charged with the task of formulating & advising the government on all matters of trade including the US - Canada bilateral negotiations.

* In 1986, Nygård was appointed to the Sectoral Advisory Group on International Trade (SAGIT) as Chairman of the Apparel & Fur Group to further assist with the principles & policies of Free Trade. Globalisation & the liberalisation of trade have always been mainstays of his business philosophy, but Nygård believes this must be tempered with new philosophies & realistic government policies.



EXCERPTS FROM NYGÅRD'S FREE TRADE PAPER

- Nygård's free trade paper included, in part, the following points:

I ANALYSIS

1. Free Trade with USA is the inevitable economic theory conclusion for the Textiles & Clothing sector. Global lowering of tariff walls is universally accepted & a proven correct principle; one that will eventually be worked in some form into our sector whether we like it or not.

4. The need for viable & health Domestic Industry, & the economic advantages of a mass market are not the issue – the method & the costs need the analysis. The past Government policies, or lack of them, has caught up with Canada; our Industry has performed as well as any other & better than most, but not without a cost: imports cost jobs, quotas cost the consumer, small domestic market cost in productivity & Free Trade will cost in adjustment. The need for the Governments major financial role in our future is a reality.

5. The Free Trade question cannot be isolated from the overall Textile & Clothing Policy; indeed a prerequisite to workable tariff elimination between USA & Canada must be for the Canadian Manufacturer to gain control & dominance in its home market. Not only must our Industry be put first on an equal footing with our USA counterparts, but we must have some long-term domestically produced advantages to sell before we can expect to gain from such an arrangement.

II IMPORT POLICY

9. The on-going struggle of blanket quota protection, particularly bi-lateral quotas is actually self-destructive since it encourages the destruction of a stable production line or at least seriously disrupts any portion of the Domestically Manufactured Industry at will. Canadian Manufacturing is quickly being reduced to a role of a secondary "service

industry" filling into the voids of the Imports rather than being able to own a specific sector of the Industry over a long time period. In fact, this service industry concept discourages capital investments & encourages labor abusiveness. The Industry must come to grips with the basic realization that it must be prepared to give up certain protection in some of its sectors in order to gain full control of the other.

10. My previous recommendations in 1979 & 1982 were to divide industry in half with Domestic Manufacturing fully controlling half & allowing quota free importation to the other part. A more compatible solution would be to identify approximately 25% of the categories that will be allowed in quota free (but not duty free) & in turn approximately 25% of the sector that is totally for domestic manufacturing with no quota for importation; the balance of the Industry being left on the preset basis but categorized in more detail to stop the destructive elements. The control percentage should be increased as the Industry adjusts.

15. It is fundamental that the overall quantity of imports is controlled. There must be a specific level established between manufacturing & importation – imports must not exceed one-third of the apparent domestic market. A control system of maintaining this delicate balance cannot be left to the exporting countries nor should the quota value be of benefit to the export countries at a cost to the Canadian consumer – where quotas exist quota brokering exists. It is much more beneficial for Canada to do the quota trading in Canada; if there is money to be made on quotas, let the Canadian businessman make it & pay the taxes – a national Canadian brokerage company can handle quota transactions at minimal cost.

17. The third phase of the import strategy is to encourage domestic manufacturing through the Import Policy – by duty remission of Manufacturers im-

ports on a one to two ratio — one import unity duty free for every two units of domestically manufactured goods (a "unit" can be established by labor content). The policy would enable Manufacturers to put together most favorable marketing package, domestic & imports, to sell to their retailing customer.

19. It is axiomatic that Canada has to first have control of its own domestic market by its own domestic manufacturers before it can hope to fend off the aggressive competition that will inevitably come from the USA manufacturers once the tariffs are totally eliminated. The fact is that in order to make gains in a foreign market, a company must first excel in their home market; to that extent it will be impossible for the Canadian manufacturer to compete successfully on the USA marketplace if it has not established market domination in Canada.

20. Before Free Trade negotiations are ever contemplated with USA, a beneficial import Policy must be in place, & if both countries choose to disallow third country importation into their respective territories, acceptance of Canada's Import Policy becomes one of the conditions of entering into Free Trade. On the other hand, if USA insists on free access of goods from third countries, then Canada would simply adopt the USA protection system; still far better for Canadian Manufacturers than the existing quota agreement.

IV ADVANTAGES FOR FREE TRADE

25. The Free Trade possibility may be the catalyst that will force a realistic Textile & Clothing Policy for Canada. Under Free Trade conditions, the Canadian Industry would in most part be eliminated by the American competition unless the government adopted long-term policy that put Canada in an advantageous & competitive position. If Free Trade itself does not become a reality, then in any

event it would have served as a useful means to an end by having motivated the Government to sound Textile & Clothing Policy.

VI EFFECTS ON CANADA

30. Although the gamble is enormous it is well worth taking based on the preceding recommendations. The Industry does have a tremendous potential to be developed into a world competitor. The Clothing Industry particularly is one of the few manufacturing industries in Canada that is in the position to increase its productivity by 100% within the next twenty years. It is estimated that the Clothing Industry shipments would increase from \$5 (B) to \$15 (B) with 50% of the manufactured value exported to the United States, Europe & the rest of the world. In turn, the number of companies would reduce from approximately 2,000 to 1,500 resulting in larger & more professional industry. Jobs would increase from less than 90,000 to approximately 150,000 with the nature of the job becoming more meaningful, better paying & more desirable, particularly when the full effect of marrying the Electronics Industries with the Clothing Industry was realised.

In 1983, Nygård was appointed chairman of the Canadian Apparel Manufacturers Institute. He was to represent the industry in consultation with the federal government on trade, legislative & regulatory matters & was the industry's government relations voice.

As a result of Nygård's insights into what it would take for free trade to work in Canada's largest industry employer, Nygård developed a working relationship with the Canadian government. During that period, the government had created a grant program & invested heavily in industrialisation & upgrade of the entire industry.

Also as a result of his policy proposals, in 1983, Peter Nygård was appointed to the Canadian Government's Advisory Council



Brian Mulroney
Former Canadian Prime Minister



Jean Chretien
Former Canadian Prime Minister

PRIME MINISTER - PREMIER MINISTRE

Ottawa, K1A 0A2
January 9, 1986

Dear Peter,

I am writing to express my personal appreciation of your decision to participate in the International Trade Advisory Committee (ITAC). I believe that the ITAC will offer invaluable advice to the Government and our trade negotiators on the international market access and trade development challenges that lie ahead in both the bilateral and multilateral fields.

I understand that my colleague, The Honourable James Kelleher, Minister for International Trade, and Walter Light, Chairman of the Committee, have already contacted you and that the ITAC will be holding its first meeting January 20 and 21, 1986. I believe that a strong private sector consultative mechanism will enable us to effectively pursue our international trade objectives together.

Thank you again for your contribution to this national endeavour.

With every good wish,

Yours sincerely,

Mr. Peter Nygard,
Chairman and President,
Tan Jay International,
1340 Notre Damc Avenue,
Winnipeg, Manitoba.
R3E 0P4

"Free Trade with USA is the inevitable economic theory conclusion for the Textiles & Clothing sector. Global lowering of tariff walls is universally accepted and a proven correct principle; one that will eventually be worked in some form into our sector whether we like it or not."

PETER NYGÅRD 1983

OTTAWA, ONTARIO
K1A 0G2
December 10, 1985

Mr. Peter Nygard
Chairman and President
Tan Jay International
1340 Notre Dame Avenue
Winnipeg, Manitoba
R3E 0P4

Dear Mr. Nygard,

Following our telephone conversation, I am delighted that you will be able to participate in our private sector International Trade Advisory Committee (ITAC). It is the opinion of both myself and Walter Light that you will make a very valuable contribution to the ITAC. I intend to announce the make-up of the Committee when most of the membership has been agreed upon.

The advisory committee system is intended to provide a two-way flow of information between the Government and business, labour and other groups on bilateral and multilateral trade policy issues, as well as trade developments and policy issues. The establishment of the committee will meet our urgent need for the trade development and negotiations that lie ahead.

In this conversation, the overall membership of the International Trade Advisory Committee will serve as an advisory body to the Secretary of State for International Trade, whose role is to coordinate the overall trade policy of the Government.

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OTTAWA, ONTARIO
K1A 0G2

January 31, 1986

Mr. Peter Nygard
Chairman and President
Tan Jay International
1340 Notre Dame Avenue
Winnipeg, Manitoba
R3E 0P4

Dear Mr. Nygard:

As discussed at the ITAC meeting on January 21, 1986, I am writing to seek your advice with respect to the Sectoral Advisory Group on International Trade (SAGIT).

The SAGIT will be extremely important to the government in providing a sectoral viewpoint on all trade matters and in particular on upcoming trade negotiations. I wish to select a chairperson for trade negotiations. I wish to work with the chairperson for each group and, in consultation with the chairperson, determine the membership of each group. As a result of discussions with my ministerial colleagues, federal and provincial officials and the private sector, I have decided to create initially some 14 SAGITs as set out in the attachment to this letter. This structure is not cast in stone. I expect, in the light of experience and in consultation with the chairpersons and others, to find that adjustments to this structure may be required as we proceed in order to ensure adequate representation of views from all sectors.

I would like to establish these groups as soon as possible, thus I need to receive your advice on any persons whom you believe would be appropriate to chair one or more of these SAGITs. Moreover, any suggestions on appropriate members of any of the groups would also be welcome to assist in the second stage of the process.

first instance on Canada/U.S. issues and on the next round of multilateral trade negotiations. It is my intention to attend the quarterly ITAC meetings.

In order to ensure that there is an open, two-way flow of information and advice between the private sector committee members and Government officials, I believe that it will be essential for committee members to accept the requirement for confidentiality in respect of their deliberations regarding confidential information and documents made available to them. This is similar to the situation of private sector members of the Nielsen Task Force.

A secretariat has been established in my department to assist in the formation and operations of the advisory committee system. The contact is Dwayne Wright, Senior Adviser and Co-ordinator, Trade Advisory Committee Secretariat (DMTA), Department of External Affairs, 125 Sussex Drive, Ottawa, Ontario, K1A 0G2 (Telex: 053345), (Telephone: (613) 995-7786). I have requested the Secretariat to follow up with you regarding details of the committee's make-up and modus operandi, including administrative aspects.

In an increasingly competitive world economy, it is vital that the Government benefit from the best possible advice from the private sector. I look forward to your contribution.

Yours sincerely,

James Kelleher
James Kelleher

SECTORAL ADVISORY GROUPS ON INTERNATIONAL TRADE

- Agriculture, Food and Beverage
- Fish and Fish Products
- Mining and Metals
- Energy Products and Services
- Chemicals, Petrochemicals, Plastics and Rubber
- Forest Products
- Industrial, Marine and Rail Equipment
- Automotive and Aerospace
- Textiles, Clothing, Footwear and Leather
- Consumer and Household Products
- Communications, Computer Equipment and Services
- Financial Services
- General Services
- Information, Arts and Entertainment Industries

May I have your advice no later than February 15, 1986.

Should you have any questions regarding ITAC or the SAGIT, please contact Dwayne Wright, Senior Adviser and Co-ordinator, Trade Advisory Committee Secretariat, Department of External Affairs, Ottawa, Ontario, K1A 0G2 (Telephone: (613) 995-7786, Telex: 053345).

Yours sincerely,

James Kelleher
James Kelleher

SATEXIL INC.
7000 PARK AVENUE
MONTREAL, QUE.
HEN 1E4
CANADA

CHAIRMAN OF THE BOARD

January 23, 1986.

Mr. Peter Nygard, Chairman,
Tan Jay International,
1771 Inkster Blvd.,
Winnipeg, Manitoba R2X 1R3

Dear Peter:

I want first of all to congratulate you for being named to serve on the Committee charged to advise the government on the matter of free trade between the U.S.A. and Canada; and secondly to congratulate you again for having had an article written about you in Maclean's Magazine issue of January 20, 1986 by the illustrious Peter Newman. I do not remember in all the years that I have read Maclean's ever to have read an editorial about a person involved in the textile or clothing trade. This speaks very highly of your accomplishments - or of your P.R. or both!

In case you do not know, Stan Sager and I took control of Satexil in July 1984. Regarding free trade between U.S.A. and Canada, both Stan and I, although apprehensive, are in favour if only for the reason that the alternative would be worse. It certainly will mean we would lose a great percentage of our market to the non-unionized mills of the States, however we believe we possibly could capture enough of the American market to make up for the loss.

Again congratulations and good wishes.

With warm regards

J. H. Picard
J. H. Picard

OTTAWA, K1A 0A6
JAN 23 1986

Mr. Peter Nygard,
Chairman and President,
Tan Jay International,
1340 Notre Dame Street,
WINNIPEG, Manitoba,
R3E 0P4

Dear Mr. Nygard,

Congratulations on your appointment to the International Trade Advisory Committee, announced recently by the Honourable James Kelleher, Minister for International Trade.

Your experience as Chairman and President of Tan Jay International stands you in good stead to advise the Government of Canada in its negotiations with the United States to secure greater access for Canadian goods and services.

Thank you for your willingness to serve our country.

Yours truly,

James Kelleher
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"I am writing to seek your advice with respect to the Sectoral Advisory Group on International Trade (SAGIT). The SAGIT will be extremely important to the government in providing a sectoral viewpoint on all trade matters & in particular on upcoming trade negotiations."

James Kelleher, Minister for International Trade - Canada 1986

BUSINESS WATCH

A free-trader with the right style

By Peter C. Newman



A mid-west pump and uncertain circumstance, a blue-ribbon panel of Canadian businessmen in Ottawa next week to begin the process of formulating a Canadian position on free trade with the United States. To be known as the International Trade Advisory Committee, the group (which will also help formulate Canadian policy on future GATT and Multi-Fiber Arrangement negotiations) will be composed of representatives from various sectors of the economy. The group's mandate is to advise the government on the impact of free trade on the Canadian economy and to recommend ways to protect Canadian interests.

Every manufacturing sector is doing well, but few are as vibrant as Canada's ailing textile and apparel industries. It already costs an estimated \$14 a year to protect 60,000 workers by throwing up quotas and other barriers against foreign imports. It is doubly significant, therefore, that the man chosen by International Trade Minister James Kelleher to represent the industry on the committee is a flamboyant and highly unorthodox woman's man and clothing manufacturer named Peter Nygard. The head of a Winnipeg company that he has taken from annual sales of \$800,000 to \$150 million in the past two decades, Nygard fervently believes in the principles of free trade—ones, though, he knows the prospect will at least initially hurt his company.

Nygard's personal views are important because, unlike most Canadian manufacturers, he has not only tried to invade the American market but has achieved considerable success, with 40 per cent of his sales now in the United States; one-third of his manufacturing capacity is in plants he owns in Hong Kong, Taiwan, Indonesia and China. As co-chairman of an Ottawa task force charged in 1984-85 with formulating a practical textile import policy, he led the faction against what he calls "a furthering of quota protection for the sake of short-term gains." Instead of invoking the strict antidumping measure of GATT's Article 19, he opted for a long-term strategy based on duty remissions. The idea was stillborn because the textile and apparel sectors couldn't agree. "You have to try and turn the import situation into a domestic advantage,



Nygard: camels at Marina del Rey

no alternative. Our manufacturing base is deteriorating at such a rapid rate that we must seize this moment when you have these two guys—Muller and Reagan—with a similar mentality and mandates. It's an issue that can't be denied and we don't need to lose anything in the process, because it's in the Americans' interest to keep us healthy."

Nygard has few kind words for Canadian textile makers: "Dominion Textile's people, for instance, claim that

they are as technologically advanced as anybody in North America, but when you ask them about free trade, they don't want it. They were built on protectionism."

Despite his enthusiasm about free trade with the Americans, Nygard strongly opposes totally unfettered imports of Southeast Asia. "You can't play tennis while the other guy is playing football. They'll kill you for sure." His other precondition for supporting North American free trade is a protracted period of adjustment. That, he believes, would allow the domestic textile and apparel industry to place itself on a sound enough footing that it could gain control over its own domestic market before venturing to take on its American counterparts. Even though he admits it will be a gamble, he projects that free trade with the United States will treble Canada's textile output by the year 2003 and double productivity to \$100,000 per employee.

His own firm, Nygard International Ltd., has been in the U.S. market since 1977 and he has invested \$30 million in expanding his marketing base there. He is convinced he will lose up to one-third of his Canadian market when suppliers flood their goods north of the border, but says he would expand even faster in the United States.

If free trade between Canada and the United States has any chance of succeeding, it will take businessmen of Nygard's flair and persuasive powers to make it fly. He is the prototype of the kind of internationally-minded man of business who views the U.S. market not as a frightening black hole but as an opportunity to be enjoyed and conquered.

When he recently opened his new U.S. headquarters at Marina del Rey, a plush suburb of Los Angeles, Nygard decided to treat the department store buyers on the guest list to a camel ride. When he rented the animals, he discovered that camels were allowed on the beach only if a film was being shot. So he hired a camera crew and, to provide an appropriate setting, built an oasis. Now, local residents have petitioned to keep the oasis in place.

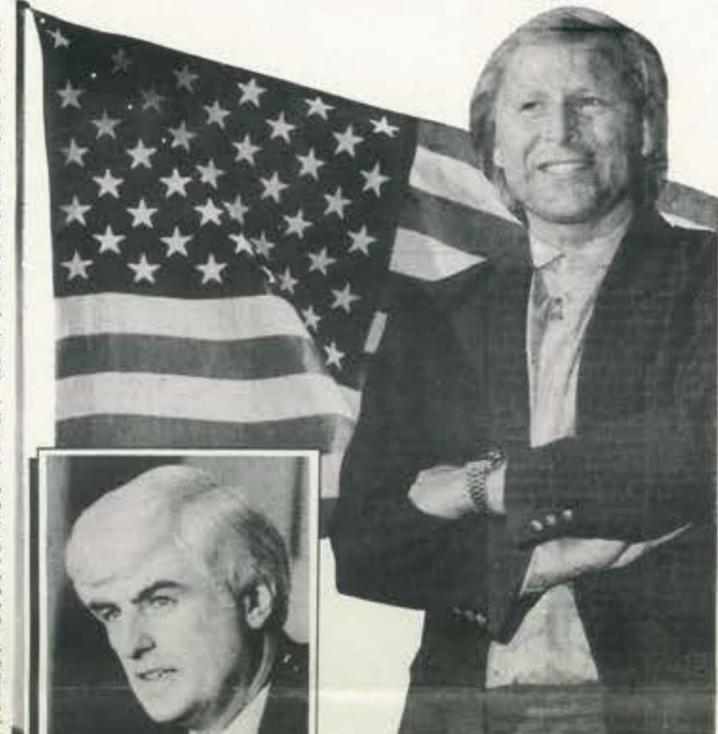
We may not all have to rent camels, but that's the kind of un-Canadian showmanship it will take to break into the U.S. market.

Free textile trade urged

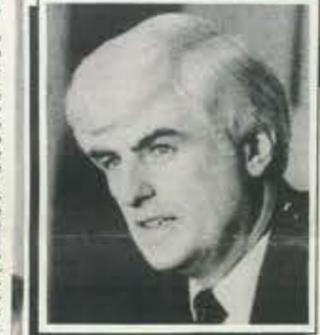
By Wally Dennison

Peter Nygard admits unlimited free trade with the United States in textiles and clothing is an "enormous gamble," but it should pay off big for Canada if undertaken wisely.

Nygard, president of Tan Jay International Ltd., contends that the clothing industry is one of Canada's few manufacturing industries capable of doubling productivity within 20 years. With free trade, the number of jobs would rise to 150,000 from less than 90,000 today and the value of international shipments would be tripled to \$15 billion from \$5 billion.



Peter Nygard is helping to prepare a garment industry development strategy for Trade Minister Ed Lumley



Nygard is co-chairman of a 15-member task force appointed earlier this year by Industry Minister Ed Lumley to prepare a long-term development strategy for the nation's textile and clothing industries. Other co-chairmen are Raymond Chevrier, president of Celanese Canada's textile group, and Sam Fox, Canadian co-director of the Amalgamated Clothing and Textile Workers.

A key meeting is scheduled for Ottawa April 25-26, Nygard says, and a report will be ready by Sept. 30. Task force members are from all areas of the industry—clothing, textile, retail and union.

Nygard vows that the task force will be "very vocal from start to finish" so that its report isn't just another one left to gather dust. "Nothing will be kept secret. We intend to make waves. The industry will be kept aware of every step we take because we intend to come up with recommendations that will have real impact on the future of everyone involved."

Before beginning negotiations toward free trade in North America, he feels Canada should develop what he terms an "aggressive and beneficial import policy" and combine it with conditions that encourage the industry to invest heavily in high technology. Nygard claims this would enable Ottawa to "achieve all its objectives of meaningful Canadian employment, aiding underdeveloped countries' economies, curbing inflation and achieving a favorable balance of trade."

But he says progress has lagged because of the government's "non-policy" on textiles and clothing for the past 30 years. "It has been so short-term that it's really no policy."

Government criticizes the industry for not exploiting technology, Nygard points out, yet it has no long-range policy to make companies confident they can pump millions into high-tech programs that must be planned in 20- to 25-year time frames. How much chance of a return is there with no federal policy in place?

Nygard feels Canada can be "on the road to free trade with the U.S. in five years and have complete free trade within 15 years."

But while he advocates unlimited free trade with the Americans eventually, he says the apparel industry will always require some restrictions on trade with other nations. However, it shouldn't be the blanket quota protection of the past. "That's pernicious and suicidal."

He suggests long-term government policy aim for industry "specialization" under which Canada's healthiest product categories would become stronger. "We should divide the pie with our trading partners. Ottawa should give them a clear idea of what they can bring in and let them capitalize on the areas in which they're best, while we retain our strengths. In short, define and hold the market."

Otherwise, Nygard says the dilemma of dealing with the control of imports will remain and government

behavior will be determined only by the loudest lobbying voices. "Hong Kong, Taiwan, Korea and China certainly aren't developing nations. They're the best in the world in clothing. And Japan is best in textile and yarn development. The Orient is unbeatable from yarn right through to the final garment."

Imports, he notes, have increased their penetration here by 20 per cent over the past several years. He estimates they now comprise \$3.33 billion, or one-third, of the \$10 billion Canadian market.

"If all trade restrictions were lifted worldwide, it's very unlikely one-tenth of the textile and clothing industries in Europe and North America would exist 10 years from now. That's how strong these Oriental countries are."

"China, for example, has about one-third of the world's population and could supply the whole world's needs alone. Its pricing policy, unlike ours in North America, doesn't deal with production costs. Its garments are priced differently for different countries—that is, strictly on what the world traffic will bear."

Since China and its Asian neighbors don't play by the same rules as those in Canada-U.S. trade, Nygard says the over-all quantity of overseas imports must be controlled.

He recommends imports be held to no more than one-third the apparent domestic market and that the quotas to maintain this "delicate balance" be shifted to Canada from the exporting countries.

Most important, Nygard feels Ottawa should "turn around the present import situation to encourage domes-

tic manufacturing." Give the import advantage, he says, to the domestic manufacturer according to what he contributes to Canada in jobs and products. A company, for example, could be permitted one duty-free import for every two units made in Canada.

"The policy would enable manufacturers to put together the most favorable marketing package, domestic and imports, to sell to their retailing customers."

As well, Nygard says the import incentive could eliminate unfair labor practices which are almost as dangerous to the industry's health as the flood of imports from overseas. Companies would have to fully disclose their labor practices to qualify, he explains, and the incentive could discourage the employment of people at sub-par wages and sub-standard working conditions. The cut-rate pay gives such employers a competitive market edge, Nygard says, referring to a recent television documentary that indicated almost all of the industry's 20,000 workers subject to these practices are in Quebec.

Under present tariffs, Nygard contends there's little hope any part of Canada's industry can become "a meaningful exporter." The duty structure, he says, has created such present realities as:

- Sales restricted primarily to local markets, therefore preventing any "meaningful long production runs."
- Relocation of apparel makers to "a secondary industry completely at the mercy of filling in what the importing nations decide not to manufacture from year to year."
- The industry "must jump to the whims of the ever-more powerful and demanding retailer."

These defects could be overcome, Nygard says, by such free trade advantages as:

- Access to a lucrative U.S. market that would extend production runs and increase productivity. The industry would specialize and make greater use of technology.
- More access to raw and finished materials. They would be of a variety and quality the industry needs to compete.
- Many fixed costs, including those for advertising, research and development, would become more economical when spread over a broader base.

Inter-dependent

Meanwhile, he feels Canada needn't fear any fallout against its apparel industry from the protectionist mood building up in the U.S. "The U.S. recognizes our importance as a trading partner, and it can't, from a purely economic standpoint, afford to lump us in the same sentiment. We're both too similar and inter-dependent. The damage to their industry isn't from us in any case."

Nonetheless, Nygard stresses that his recommended "beneficial import

Association pushes positive thinking

Power play

By Elizabeth Watson

TORONTO — Canada's garment manufacturers have formed a powerful lobby group to help ensure their health and prosperity when free trade becomes a reality.

The association, called the Canadian Fashion Institute, already represents about 250 of Canada's largest women's wear manufacturers (with some 15,000 employees) and more are expected to sign on as momentum grows.

"This is a historical moment because this movement exemplifies the new mood, the new philosophy — and unity — among this country's garment manufacturers," said Peter Nygard, chairman of Nygard International and president of CFI. "We are not the old garment industry whose only answer to industry problems was to raise the drawbridge to keep imports out."

Nygard, who was the catalyst behind CFI, added: "We support the government's free trade philosophy. What we have to make sure of, however, is that we're in a position to make the most of any advantages created by freer trade with the U.S."

And what CFI believes the industry needs most is to be able to reduce raw material costs to the lowest possible level. The federal government will be asked to eliminate tariffs on all fabrics which are not available from Canadian textile mills — to put manufacturers on a more even footing with competitors in Europe and the U.S. and help narrow the gap with those from low-wage countries.

Also seen as key to the industry's survival is a broadly based remission program which would enable manufacturers to import free of duty those garments required to co-ordinate with items they produce in Canada.

Continued on page 3

An industry lobby group

Continued from page 1

"We have reached the conclusion that our existence requires positive thinking and imagination," says Chris Kuzik, executive director of the Toronto Dress & Sportswear Guild and CFI's national director. "There is no place for negative thinking and pessimism in the modern fashion industry."

He adds: "We want to work with government to reduce our raw material costs to the lowest possible level. We are now paying customs duties on raw materials which can not be obtained from Canadian textile mills because these yarns or fabrics are not produced in Canada."

"The textile producers argue that if fashion makers cannot import the fabric they need to create a certain look, they should substitute with a fabric that's available here. But this is extremely limiting to the industry's creativity and will be even more damaging when we're in open competition with the best in the world."

"The textile industry's insistence on maintaining watertight protection means we're operating with one hand tied behind our backs. What happens in many cases is when a manufacturer finds it too costly to import the fabric he needs he imports the entire garment — at the expense of employment in Canada."

Kuzik also dismisses as a "knee jerk reaction" the argument that a duty remission program would encourage manufacturers to close their plants and concentrate on importing.

"The remission program we would like to see in place would be linked to wage payments in some fixed proportion. This means that the more you produce in Canada, the more you will be entitled to import free of duty," he says. "The incentive will be to strengthen, not cut, production. We need to move quickly on this because more and more of our members are abandoning manufacturing."

CFI would like to see the program introduced quickly on a trial basis so it could be amended later if necessary. The association points out that the "like for like" approach (allowing duty-free importing of the same type of items a company is manufacturing here) does not make sense for the women's fashion sector since the complications and costs inherent in such a plan would be "horrendous."

Kuzik points out that the women's wear industry is the most powerful garment industry sector employing some 60,000 across Canada. The fact that so many of the major manufacturers have formed a lobby group (the roster reads like a who's who in the industry) and are throwing their weight behind free trade moves means government is likely to listen (Nygard is, for instance, a member of the International Trade Advisory Committee recently established by the feds).

Along with Nygard and Kuzik, the CFI leadership slate includes: (in Toronto) Phil Carry, Phil Carry Sportswear; Joe Mimran, Monaco Group; Bernard Cowan, Bernard Cowan; (in western Canada) Ian Hignell, I. Hignell and Associates; (in Quebec) Elliott Lifson, Algo Industries; Ed Kertzman, Edwards Fashions; Chris Dayton, Fashion Togs (1983); Abe Lipman, Perri Frocks; and Ed Kaufman, Contempra Fashions.

"Everyone's throwing in their time free and we've already raised tens of thousands of dollars to support CFI's thrust," says Kuzik. "We intend to be in a position where we are ready, willing and able when (and you'll notice I did not say if) free trade becomes a reality."

Free trade for fashion is backed

BY MARIAN STINSON
The Globe and Mail

For the fashion industry, a free trade arrangement with the United States would not result in the massive job losses cited by many critics of the scheme, according to an industry expert.

The opening of the U.S. market to Canadian companies would reduce the number of companies in Canada over 20 years to 1,500 from less than 2,000. However, this rationalization would mean a larger, more professional industry, said Peter Nygard, president of Toronto-based Nygard International, formerly Tan Jay International Ltd.

Speaking at a forum sponsored by Fashion Group Inc. of Toronto, he said clothing industry shipments would triple to \$15-billion annually, with half the increase going to the U.S. market. Instead of job losses, employment would increase by as much as 65 per cent, although the growth would take place outside Canada.

A large portion of unskilled jobs would be contracted out to countries with a low cost structure. In Canada, employment would remain stable, concentrated mainly in design, merchandising and public relations, Mr. Nygard said.

He added that a large market such as the United States is essential to a healthy fashion industry.

He described the Canada-U.S. auto pact as an "ideal example of a deal between trading partners which opened a whole new era in trade," and said a similar arrange-

ment could open new markets for Canadian fashion.

"The fashion industry has been in a box for 20 years," relying on protectionism because of the lobbying efforts of the textile industry, he said. But this "non-policy" has not satisfied the textile, apparel, retail and design communities.

As a result, "we have nothing to lose, because we will see a steady deterioration" unless action is taken, Mr. Nygard said.

Without free trade, the fashion industry is in serious trouble, with a high cost structure — based on high labor costs — that takes away any competitive advantage.

Nygard International has revenue of \$200-million annually in North America, divided evenly between Canada and the United States. But it took only four years to reach \$100-million in sales in the U.S. market, compared with 15 years for the same business in Canada. The larger market is essential for rationalization of marketing and merchandiz-

ing. The tariff structure on fabrics, which is in the 25 to 27 per cent range, threatens the existence of "a meaningful fashion industry" by limiting access to a variety of fabrics and color combinations at a competitive price, Mr. Nygard said. Fabrics account for 50 per cent of the final cost.

A strategy of phasing in free trade over no less than 10 years for the clothing sector and five years for textiles would be appropriate, with U.S. tariffs against Canadian-made goods disappearing immediately, Mr. Nygard said. That would provide the Canadian industry with an adjustment period.

The philosophy behind the tariff is "the myth of substitution" that says designers will substitute a domestically made fabric when their first choice is not available, Mr. Nygard said. But designers want the best fabrics available to compete in the international market.

AN UNFORGETTABLE KREMLIN DINNER

QUESTION:

What was the experience like dining at the Kremlin??

PETER NYGÅRD

I was with the Prime Minister of Canada on a Trade Mission to Russia & there was a formal dinner. The dining room table was twenty-five feet long. Mikhail Gorbachev had all of his key people there including the mayor of Moscow & his wife.

I was placed between the mayor on one side & his wife on my other side with an interpreter behind us.

I was offered a business deal as a potential partner to open up all of the retail stores for Russia. They had the power & had the franchise for it. They knew I was one of the largest retailers in Canada. So I was deliberately placed in that position at dinner.

They also had a deal for all of the hotels in Moscow city. They were already dividing up

the country before it broke up. The country was in such a mess at that time.

I had already been doing business with the Finns & the Finns had successful businesses in Moscow. So I consulted with them.

They said, "Peter stay away. What they'll do is wait until you make it successful & then kick you out. Then if you refuse to leave, they will kill you."

The guy who took a deal with them for the

hotels ended up dead. It was rumored that they told him to take off & he said over my dead body. He was killed along with twenty-five of his body guards on his way to his limousine one day.

If that's true, that would have been me for certain. If I had put five years in that business, & somebody was to tell me 'get out of here', I would have said, 'over my dead body', & that's exactly what would have happened. No way I would have left. The smart thing was in never taking the deal.



Former President of Soviet Union Mikhail Gorbachev and Mila Mulrone (Wife of Canadian Prime Minister Mulrone), Kremlin Soviet Union

NYGÅRD SPEAKS AT FASHION CENTRE OF THE WORLD

QUESTION:

How did you end up as the keynote speaker at a Galeries Lafayette conference?

PETER NYGÅRD

It's fascinating actually. My first trip to Europe, to understand the retail business, was to Paris, the centre of the fashion world. The centre of that was Galeries Lafayette. They had the most beautiful building with a glass dome. I was fascinated by this place. I was there to learn from them & I did.

Then, about thirty years later, I was there to teach them about how to retail.

Galeries Lafayette would host a conference for top retailers in Europe. Various speakers from among the top designers around the world would be invited to give presentations — designers like Hugo Boss, Versace, Liz Claiborne. The tradition was to invite two designers from North America.

The head of Liz Claiborne was one of the individuals invited to present. As the top retailer in Canada, I wasn't just invited to present, but to be the keynote speaker at the Awards Dinner. I couldn't help but think, 'How in the hell did I become the teacher of these guys who are at the centre of the fashion centre of the world?'

The reason I was chosen was because I was so advanced in electronics at my company. I spoke to them about how to do the business electronically. I discussed the total concept from how the silkworm produces the silk yarn all the way down to the ultimate consumer — the entire supply chain management. I emphasized how far back it had to go to control the product from its initiation.

In my business, it was because I started with how silk is produced that I was able to make necessary changes to the silk fabric that made it such a beautiful high quality silk. I wanted them to understand how starting at that point can make such a difference in what is produced.

Computerization at that time was a vision in progress & the industry did it on the shoulders of IBM. But I had already experienced the vision & had become a world leader in it. My entire speech had to do with computerising the whole retail process. I was the keynote speaker at the Awards Dinner because of that unique perspective I could present to the participants.



Philippe Houze - Chairman of the EXEC Board Galeries Lafayette GRP
Corinne Breuze - French Ambassador to Indonesia



Galeries Lafayette By Olivier Bruchez Licensed CC By-SA 2.0





In 1988, Peter Nygård was invited to give the Opening Keynote Address at the 15th International Small Business Congress, Helsinki, Finland

Kolmipäiväinen yrittäjäralli arvokkaana Ympäristö ja eettiset arvot nousivat teknologian rinnalle

Ensimmäinen Pohjoismaissa järjestettävä maailman yrittäjäkongressi käynnistyi Helsingissä perin vakavahenkisesti ja arvokkaasti. Yrittäjän luovasta hulluudesta ei "menestyksen maailma"-kattotemalla juokseva kolmipäiväinen kongressi ainakaan avajaisseremoissa vielä todistanut.

Lähes 1 700 yrittäjää, tutkijaa, virkamiestä ja järjestöedustajaa 46 eri maasta parveilevat Finlandia-talon käytävillä torstaihin asti lukuisia teemoja pohdiskellen.

Yrittäjämaailma puhuu tänään mm. kansainvälistymisestä, palvelujen merkityksestä ja teknologian haasteis-



ta, mutta nostaa samalla myös pohdittavaksi velvoitteen huolehtia ympäristöstä, kolmannesta maailmasta ja liikkeen-

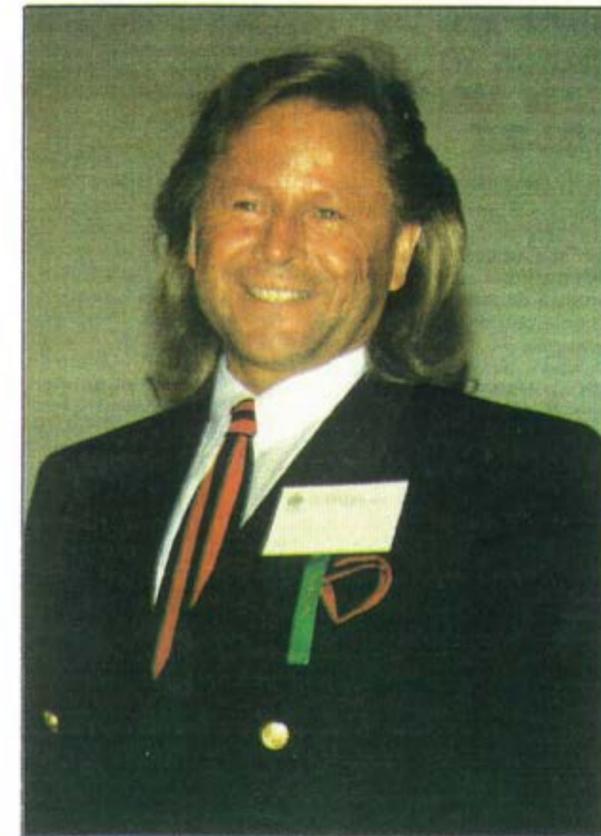
johdon eettisistä arvoista.

Kongressin yhteydessä pidetyssä valtakunnallisessa yrittäjäjuhlassa ulkoministeri Kalevi Sorsa mm. painotti, että yhdentyvässä maailmassa syntyy uudenlainen yrittäjäkulttuuri.

— Siinä yhdistyvät taloudellisen kilpailun ja yhteisvastuun periaatteet aiempaa paremmin, Sorsa arvioi.

Taloussuomi, sivu 24

Eero Häyrinen Kanadalainen vaateyrittäjä, miljardibisneksen luonut Peter Nygård julistaa entisessä kotimaassaan Suomessa yrittäjän vastuuta mm. ympäristöstä.



FINN PETER NYGÅRD KEYNOTE SPEAKER AT INTERNATIONAL CONFERENCE OF 1700

NYGÅRD INTERNATIONAL
NEWS RELEASE

August 18, 1988 (Toronto) - Peter J. Nygård, Chairman of Nygård International, was a celebrated hero when he returned to Helsinki, Finland, last week to participate in the 15th International Small Business Congress 1988.

A native of Finland, Nygård was the keynote speaker at the Opening of the Congress which attracted 1,700 delegates from 47 countries of the world to hear 75 speakers of international business renown.

Nygård's fashion business is anything but a small or medium-sized business. He has built an international conglomerate with annual

sales of \$200 million & over 1,500 employees. "Business, big or small, thrives best in free & open societies which welcome private enterprise. Anything which threatens these kinds of societies threatens entrepreneurs & entrepreneurship of all kinds", said Nygård.

Nygård's much acclaimed speech concentrated on three challenges for business: 1. The Environmental/Growth Challenge, 2. The Aid/Trade Challenge, & 3. The Policy Harmonization Challenge.

"... Perhaps the most profound question all of us should be trying to answer is whether

democracies -- be they in developed or developing countries -- have the capacity to make the hard choices & decisions which have to be made."

Nygård said that business must do more than it has in the past, both directly & indirectly, to ensure that the world does not continue on a path of self-destruction which would be irreversible.

Nygård took the opportunity of the ISBC to explore his family roots & beloved homeland which he left to come to Canada in 1952. He was flown to Pohjanmaa where the towns-

people held an elaborate homecoming reception to honour their local boy who has achieved phenomenal business success.

Nygård also visited his father's hometown of Alajarvi where 75 family members came from as far away as Sweden. All that is left of Perkkio, the family homestead, is a 65 year old log sauna. The sauna stirred such nostalgia in Nygård that he has arranged to have it dismantled & rebuilt at his home in the Bahamas. Nygård said, "I'm taking a little piece of Finland with me."

THE CHINA CONECTION

QUESTION:

There are several pictures of you & Sha Lin, the former Vice-Mayor of Shanghai at different ages that reflect that you have known each other for a very long time. How did you develop a friendship with him?

PETER NYGÅRD

I first started visiting China during a time when there weren't many Western visitors. Canada had diplomatic relations with the new Government of China but not the United Kingdom or the United States. I met Sha Lin when he was Vice-Mayor of Shanghai. I also met & had meetings with the Mayor of Shanghai, but Sha Lin & I became the best of friends.

On my visits over the years, they treated me really well. There was a visit where I was given a state car with flags & curtains in the window & I stayed in the Ambassador's Suite of the former French Embassy. It was considered the best suite in Beijing at that time.

On my China visits as Chairman of Canada's Advisory Board on Trade, I would meet with various diplomats & they would often hold official state receptions & honorary dinners for me.

There is an interesting story of one of our times together that I'll never forget: One year, Sha Lin came to Toronto & was scheduled to meet with me. We had dinner on his first night, but he had to change our actual meet-

ing due to an appointment with the Prime Minister of Canada in Ottawa.

That following Thursday, a new meeting was scheduled with me, but there was also a meeting planned for him for that evening. It meant cutting our meeting short.

About 2,000 Canadian executives had paid around \$10,000 for dinner with him as the featured guest, which was planned by Arthur Andersen. Sha Lin insisted with the organizers that I accompany him there & sit with him at dinner.

The limo came to pick up Sha Lin from my office, & we tried to follow them but they lost us. When we got there, he was at the head table & his entourage, including myself, were at the back. They opened the event & gave him a really warm welcome & later introduced him. When it was time for him to respond, he stood up with his glass & said, I want to give a toast to my good friend Peter Nygård. He walked back to where I was & then said to me, let's go. We left in the limo.

It was incredible that he did that.



Sha Lin
Former Vice-Mayor of Shanghai

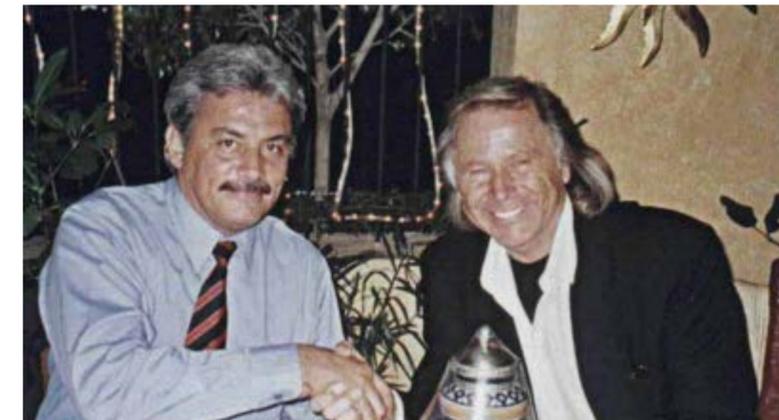


MEXICO RELATIONS

In the late 90s, Nygård began production for several of his products in four factories in Mexico. To guarantee his high standard was met, Nygård ensured that every factory location around the world had a company representative who worked in the respective country & whose sole purpose was to establish quality control with every factory. NYGÅRD maintained production in Mexico for several years before it became less feasible.

As was always the case with Peter Nygård with his international business interactions, he developed a strong friendship with Government leaders: Alberto Cardenas was the Governor of Jalisco in Mexico at the time. He was also a former mayor of Ciudad Guzman & a former Secretary of Agriculture as well as Secretariat of Environment & Natural Resources in President Vicente Fox Quesada's Cabinet.

Nygård also developed a close relationship with former President Vicente Fox Quesada while he was Governor of Guanajuato & during his early years as President of Mexico.



Alberto Cárdenas
Former Governor of Jalisco, Mexico



Visiting Mexico's Torreón production factory



Vicente Fox
Former President of Mexico



Peter & Alberto Cárdenas prepare for a meeting



Bill Gates
Founder Microsoft



Samir Murad Jordan's
Minister of Labor



Kai Sauer - Finnish Ambassador to Indonesia **Donald Bobiash - Ambassador of Canada to Indonesia**



Phil Miller CEO Saks
Ted Rogers CEO Rogers Communication



Senator Ted Kennedy



Hilka, George Richardson, Peter & Tannis Richardson



BUSH 41 & PETER

"This is one of the most magnificent places I've ever visited"

– President GEORGE BUSH SENIOR

Former US President George H.W. Bush

HOW DID PETER NYGÅRD BECOME CLOSE FRIENDS WITH PRESIDENT GEORGE BUSH SR.?

Peter Nygård explains:

We were in the middle of a work Summit at Nygård Cay in The Bahamas. It's a time where we get together for strategic planning & bonding time with executives & spouses. We don't usually allow any visitors at those times. During the Summit, I got a phone call. The voice on the other end said, "Is this Peter Nygård?" I replied yes. He asked, "If I was to use an important name in the United States, is there any chance he could see what looks like a magnificent place on the water out here, your place called Nygård Cay?" I told him, "Well important names work." Then he asked, "How about the 41st President of The United States?" I responded, "That works!"

Two hours before President Bush was to arrive, about twenty-two security people came on to the property. They went through the entire place. They said it was the hardest place to be able to secure because there were so many nooks & crannies.

After seeing Nygård Cay, President Bush declared, "This is one of the most magnificent places I've ever visited."

We climbed to the very top suite, which was still being completed & he asked, "What's this going to be?" I told him, "This is going to be the George Bush Presidential Suite!" He said "Wonderful! Is it possible Barbara & I come & inaugurate it?" I replied, "You will be the first ones to experience it."

The executives really got a kick out of what happened when President Bush was leaving. I presented him with one of our Nygård Cay t-shirts. He accepted it, & then he took off his jacket & gave it to me. One of the executives said, "You gave the President a lousy t-shirt & he gives you his Bush 41 President Jacket? Unbelievable!"

When I saw President Bush again, he asked me, "Is my place ready yet?" George Bush has such an interesting sense of humour & is one of the most likable guys I ever met in my life, & a brilliant man. He made a number of visits to Nygård Cay over the years.

"You gave the President a lousy t-shirt & he gives you his Bush 41 President Jacket? Unbelievable!"

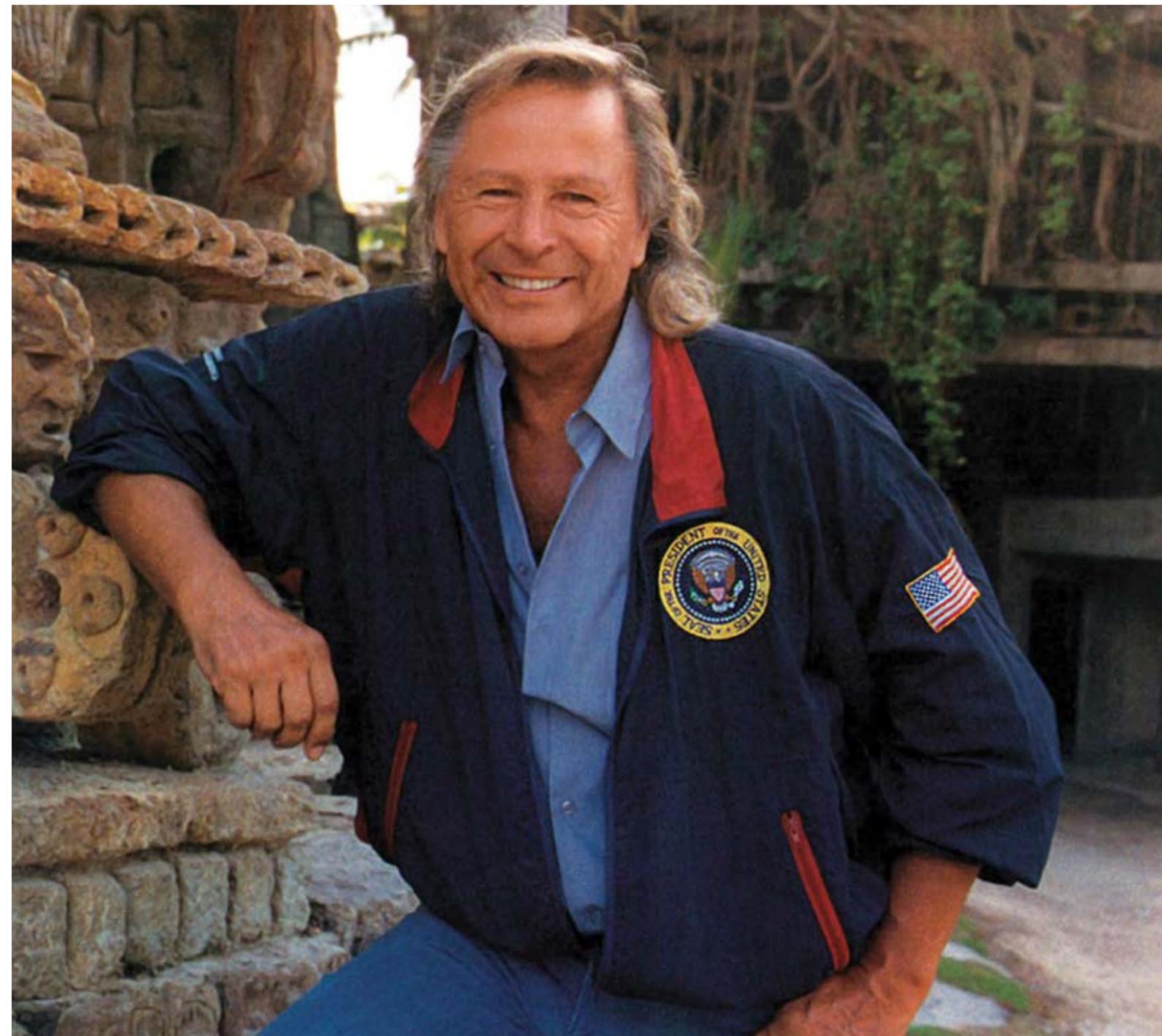
RICK WANZEL
EXEC VP INTL Sale



**First Lady Barbara - Peter Nygård
Former US President George H.W. Bush**



President Bush, Barbara Bush, NYGÅRD Execs & Friends



Peter sporting President Bush's gift of official President Jacket



**The George Bush Presidential Suite
that President George H.W. Bush stayed in on his visits to Nygård Cay**



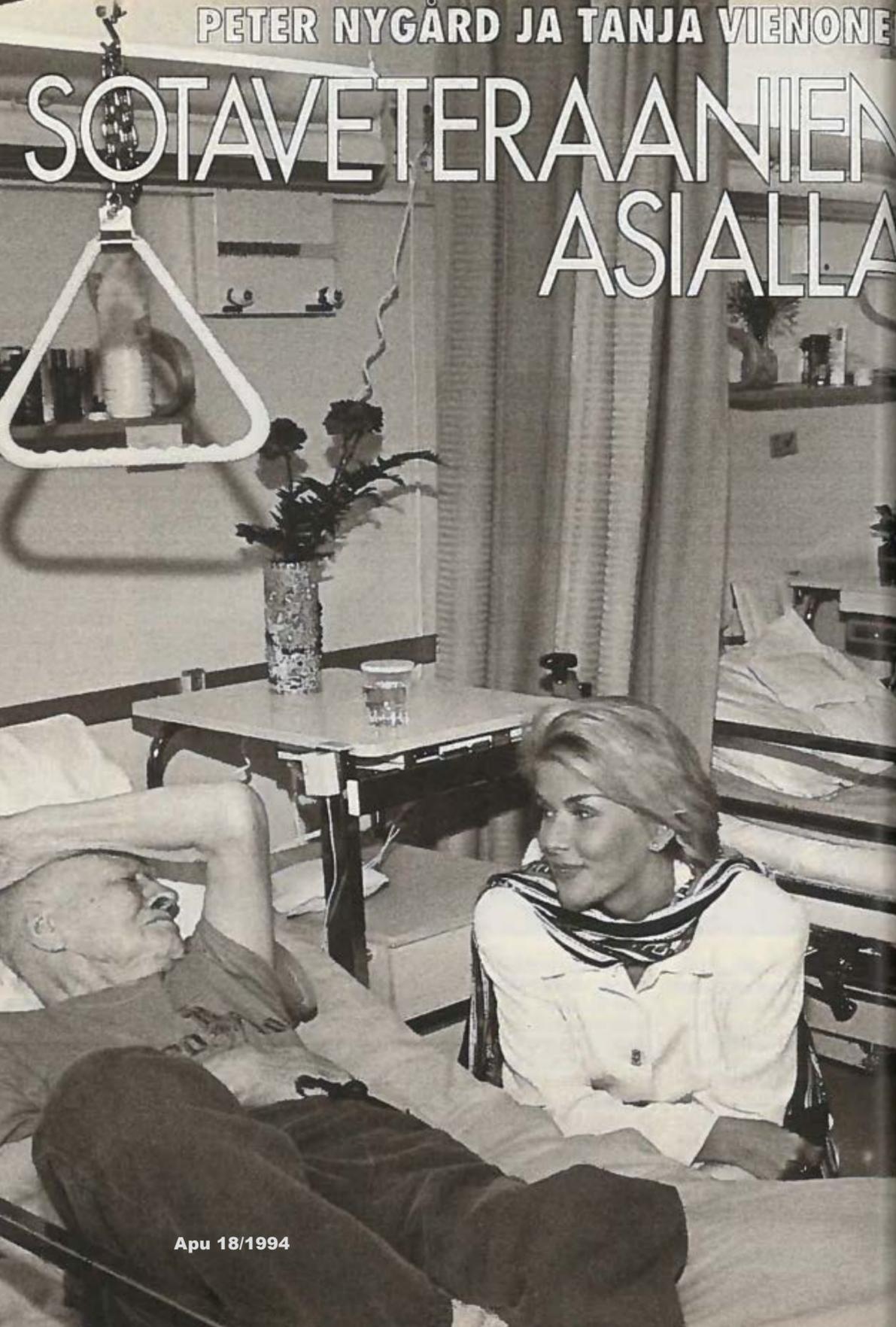


A RETURN TO FINLAND

“When I walk through my business & the places that I have, I say, my God, are you ever a lucky guy. Am I ever lucky that I was born in Finland instead of Estonia, that I was born on the right side of the Iron Curtain.”

– PETER NYGÅRD

SOTAVETERAANIEN ASIALLA



Sotainvali-
dien muista-
minen itket-
tää Anton
Kuukkaa.
Hän selvisi
ehjin nahoin
talvisodasta,
mutta haa-
voittui pa-
hasti kranaa-
tinsirpalees-
ta Ilomant-
sissa vuonna
1944. Hänen-
laistensa
osin halvaan-
tuneiden po-
tilaiden hoi-
tamiseen tar-
vittaisiin ki-
peästi sähkö-
säankyjä.

Apu 18/1994

REMEMBERING HIS FINNISH COMPATRIOTS

In 1994, Peter Nygård & his Mom, Hilka, returned to his beloved Finland for a visit. Peter wanted to find a way to pay homage to the veterans of the Winter War in Finland to show his gratitude for their service. It was due to their bravery & Sisu spirit that they were able to hold off the Russians & allow Finland to maintain its independence. Peter took former Miss Finland, Tanja Vienonen, with him to visit the war veterans home.

The newspaper title reads "Peter Nygård & Tanja Vienonen visit the War Veterans".

The caption translated reads: Anton Kuukka is teary eyed & touched at being remembered. He made it out in one piece from the winter war, but was injured by grenades afterwards in Ilomantsi in 1944. Other veterans like Anton are in great need of 'medical/electric beds' to assist in the care process.

The question is asked, "What do Peter Nygård, Tanja Vienonen & the War Veterans

have in common? All feel a great deep love for their birth country of Finland."

The article explains that the veterans have always been close to Peter Nygård's heart. He attributes his own success to them & their fight for Finland's freedom. He often remembers & references them in many of his speeches that he delivers globally. A big highlight of the day for Nygård was meeting with General Adolf Ehrnrooth. This meeting brought Nygård to tears several times. General Ehrnrooth was severely injured three times during the war.

Further, it states that Nygård spent hours visiting with the veterans & hearing their stories, concerns & wishes. Nygård wants to help & upon leaving, he committed to start off with donating four medical/electrical beds.

Over the years, Nygård has continued to donate to veteran causes in Finland.

The most surprising discovery from Peter

Nygård's visit was when his Mom turned to Peter & said, "Pekka, this is where you were born!"

Due to concerns about the bombing going on in 1941 Helsinki, a maternity hospital had been set up in a safer location. All expectant mothers near their due dates were encouraged

to relocate to this building until delivery. Hilka Nygård gave birth to Peter at that location dubbed the "Mommy Home". It later became a veterans' home. Hilka didn't realise it until they had arrived for the veterans visit that this was the "Mommy Home".



Peter & Hilka visiting Kotkankatu, Finland the apartment they lived in during the war



Nygård family celebrate Peter's visit



A sentimental visit to the Kotkankatu home



Finnish children in ethnic costume welcome Peter

NYGÅRD PREVENTED CANADIAN EMBASSY FROM CLOSING IN FINLAND

“SISU (GUTS) IS THE FOUNDATION OF EVERYTHING”

The owner of Canada's biggest ready-to-wear company, Peter J Nygård is a Finn. Peter Nygård is proud to have Finnish roots, & also, it is partly him to thank for the Canadian Embassy in Finland staying open.

“I am always happy to come to Finland,” says Nygård, who is coming next Tuesday to his old native land. Nygård says that he's still a real Finn.

He enjoys working. When he was 27 years old a Canadian magazine wrote that Nygård would be a millionaire at age 30. He was a millionaire at 28. “Hard work & Finnish sisu are the bedrock of everything. I will never let go of that,” Nygård says.

During his visit in Finland he will familiarize himself with business life & the economy & meet with various people to explore areas for potential cooperation especially in the garment industry. His agenda includes meeting with government ministers & attending an official lunch hosted by the Foreign Ministry of Finland as well as a reception at the Canadian Embassy to honour him.

Sad news came a while ago when Canada said it will close its Embassy. “I did my utmost so that the Canadian government would not do it. I called the Canadian prime minister directly & the highest authorities & I sent lots of letters. But Canadian Finns also did a great job as well as your Foreign Ministry,” Nygård says.

And so it happened that they did not close the Canadian Embassy.

Peter Nygård is as an advisor on many Canadian government committees. “Free trade between Canada & Finland interests me as well as the image of Finland abroad in the world. Finland is a great country & produces

great products but the image is too modest,” says Nygård.

Nygård arrived in Winnipeg in 1952 with his parents & sister Liisa. After graduating from University he went to work at Eaton's. The local business people saw his talent & he started to get work offers. He took up the offer from a ladies clothing company in 1967. After a few years he bought the entire company. The name became Tan-Jay. He has factories in Mexico, Canada, California & the Far East. Nowadays the company is known as Nygård International.

By Rita Tainola
Senior Staff-Writer
Iltä-Sanomat September 26, 1987
Sanoma Media

“I did my utmost so that the Canadian government would not do it. I called the Canadian prime minister directly & the highest authorities & I sent lots of letters. But Canadian Finns also did a great job as well as your Foreign Ministry.”

Peter Nygård

ILTA-SANOMAT LAUANTAINA 26. SYYSKUU 1987

“Sisu on kaiken perusta”



Kanadan suurimman valmisvaateyrityksen omistaja Peter J. Nygård on syntynyt suomalaisena.

Nygård on ylpeä suomalaisesta syntyperästään; osaksi hänen ansiotaan oli myös se, että Kanadan Suomen suurlähetystöä ei suljettu.

— Suomeen tulen aina mielelläni, tiistaina vanhaan kotimaahansa saapuva Nygård sanoo.

Nygård sanoo edelleenkin olevansa perussuomalainen mies. Hän nauttii työnteosta. Peterin ollessa 27-vuotias amerikkalainen lehti kirjoitti, että Nygård on miljonääri 30 vuotta täytettyään. Peter Nygård oli miljonääri täytettyään 28 vuotta.

— Kaiken perustana on kova työ ja suomalainen sisu. Ne ovat asioita, joista en koskaan luovu, Nygård sanoo.

Suomessa hän tutustuu maamme elinkeinoelämään sekä kartoittaa mahdollisia yhteistyöalueita etenkin vaatealan alalla. Nygårdin ohjelmassa on myös ministeritason tapaamisia ja mm. Suomen ulkoministeriön tarjoama virallinen lounas sekä Kanadan suurlähetystöön vastaanotto.

Surullisen kuuluisaa julkisuutta saatiin jokin aika sitten, kun Kanada päätti sulkea Helsingin suurlähetystönsä.

— Tein kaikkeni, jotta hallitus saisi päätöksen kumottua. Otin suoraan yhteyttä Kanadan pääministeriin, korkeimpiin elimiin, lähetin kirjeitä. Mutta paljon tekivät myös Kanadan suomalaiset samoin kuin ulkoministeriönkin, Nygård sanoo.

Ja niin vain tapahtui, ettei suurlähetystöä suljettu.

Peter Nygård toimii Kanadan, asiantuntijajäsenenä monissa Kanadan hallituksen asettamissa komiteissa.

— Vapaakauppa Suomen ja Kanadan välillä kiinnostaa, samoin Suomen imago maailmalla. Suomi on hieno maa ja se tuottaa upeita tuotteita, mutta sen imago on liian vaatimaton, Nygård sanoo.

Nygård saapui vanhempiansa ja Liisa-siskonsa kanssa Winnipegiin 1952. Valmistuttuaan Pohjois-Dakotan yliopistosta hän meni Eatonin palvelukseen. Paikalliset liikkeet huomasivat Peterin kyvyt ja työtarjouksia alkoi tulla. Hän valitsi naistenvaatealan tarjouksen 1967. Parin vuoden kuluttua hän osti koko yrityksen. Nimeksi tuli Tan-Jay, tehtaita on mm. Meksikossa, Kanadassa, Kaliforniassa ja Kaukoidässä. Nykyisin liikeyritys tunnetaan nimellä Nygård International.

RITA TAINOLA



NYGÅRD FINNISH RELATIVES

“The owner of Canada's biggest ready-to-wear company, Peter J Nygård is a Finn. Peter Nygård is proud to have Finnish roots.”

RITA TAINOLA

Ylöpön vuosisata

WSOY:n tutussa juhlarokossa valitti kokokuun alijärjelijäksi pöytäkokouksen tiivistä turnausta. Sain täysi väkeä kuunteli hiskahtamatta, kun pian 100-vuotias arkkitehti Arvo Ylppö puhui elävästi, ayttyvästi ja haastavasti. — Käskäymmeentäviä vuotta sitten minä tein pienen kirjeen elämästäni, kun ajattelin että jos vaikka satun kuulemaan niin lapset eivät edes tiedä, mitainen se heillä on ollut. Nyt on sitten valmiina muistelmatoos »Arvo Ylöpön vuosisata», jonka on kirjoittanut Inkeri Numminen. Arkkitehti on kirjansa julkaisemistilaisuudessa koimatta turtia television, radion ja julkisen aanteen ristitessä, mutta vei roolinsa läpi kuin vetävä poliitikko — ja samppanjalaat kädestä, kunikas meuten.



— Jos kaikki menee yhteen ja tulee vain yksi, niin se on tämän kansan tuho, varoittelee Ylppö ja lisää: — Äiti, mitä minä tekin? Ei seleistä tarvitse kuulla, jos perheessä on enemmän lapsia.



Rouva Lea Ylppö, arkkitehti itse ja muistelmatooksen kirjoittaja Inkeri Numminen.

Arvo Ylppö -juhlakonsertti 25.10.1987

Arkkitehti Arvo Ylöpön 100-vuotisjuhlamäpäivän kunniaksi järjestetään Finlanditaloissa konsertti 25.10.1987 klo 19. Arvo ja Lea Ylppö -säätöön järjestämässä konsertissa esiintyvät mm. huopupuluvuori Karita Mattila, Sibylla-

Vuoden taiteilija



Talvella Leena Luostarinen maistaa rehevästi ja viikkäästi tikereitä, leopardia ja itämaista symboliikkaa. Nimitys vuoden 1988 taiteilijaksi oli häneen alkua melkoinen järkytys: alle nelikymppiselle naiselle se on kunnianosoitus vasilta vertaa. Oma tuntujaan Leena on vuorokauden seitsetyhtökösti julkisuudessa, kuratimistaan osmytyksen jälkeen hän totei lakonasee: — Oii se riin hienoa, ettei voinut sanoa ei. Tiedotustilaisuuden jälkeen hän palasi suoraan töksi käyneeseen Pariisiin, vuokratäppään Notre Damen lähele ja tulee sieltä Suomeen ensi vuoden alusta. — Leena Luostarinen on itsellinen nainen, jonka matkustelu ei ole perhe asia. Nähtäväksi, musiikkiin trikoloin ja koristeisiin puksutunut taiteilija ei halua seilata taiteilijan maalaustensa aiheita. — Älkää kysykö minulta, hän neuvoo lehdistön edustajia ja etukäteen.



Kutsut Kanadan suurilähetystössä

Suomesta 10-vuotiaana Kanadaan lähtenyt Peter Nygård, nykyään 44-vuotias miljoonari, suurliemies, jonka vaatealan yrityksiä on toissa puolella osittain hohteen osalleen, kun kuultin hänen menestyksensä Kanadassa ja USA:ssakin. Vähän kyllä tuumailin, että tiedä kuka ei edes totta vain tehtä juttuja. Eiköhän liene parasta uskoa, että Peter on maineen-

— Suomalaisyrityksen Peter Nygård ja kaikki suurilähetystöstä puoltolleen. Vasemmalla USA:n suurilähettiläis Rouva Marna Schnabel, Peterin molempin puolin kutsujen läänittäjä: Kanadan suurilähettiläis J. Rosa Francis ja rouva Arclath Francis.

— Anne ja Arto Hiltanen seurassaan Margaretha Aittokoski, joista on seitsemässä vuodessa tullut johtajia liiketoimintaa. — Seitsessä liike avustajan juuri, mutta kyllä se toivota tietää ympäröivästä työpäivä. — Annen ja Artoin kolmitoiminen perhe kukoistaa, samoin liiketoimintat.

— Helmi-Enoksen ja -mielen oimien Peter Nygårdille apulaiskaupunginjohtaja Arne I. Välikangas, joka jätti näinä päivinä läksiköille. Hän kiitteli Peterin lämpimästi — kaikista mitä olette laurayt hyväksenne». tarkoitteen muun muassa sitä että Peterin ansiosta maassamme on vielä Kanadan suurilähetystö.

— Jos jokin valmistaja haluaisi käyttää aihankinoma, niin hienellä tulisi olla tietyn määrän oma valmistus Kanadassa, jotta aihankintousteita voitaisiin tuoda ilman korkeita suojatulle ja kintousta. Nygårdin mukaan äitillään kehitettiin tuotannon ja tuonin subetaiminen edistää kanadalaisia tuotantoa, koska ilmeis tuotoni olisi kintousta ja niilleitä suojatua.



Vilvu ja Antti Armi-Wilhur sekä Finlandin toimintajohtaja Ritto Ojanen ja rouva Ylppö Ojanen. Puheilijassa on saanut kutsunsa aikomina ja joutui suorastaan saamaan. Ojanen, joilla on kaikki mahdollisuudet loppuun ymmärrys, mutta, eivät koskaan kaikkii vappuhoitoja. Piipen ja Sijon kielimököitä SEURA 25

Kauppalehti OPTIO LOKAKUU 8. 1987 TORSTAI

MIKKILO 1411

Peter Nygårdin malli hillitsee halpatuontia



Peter Nygård: näkyvä imago auttaa markkinoinnissa.

Suomessa korkealla profiililla vierailut kanadalais-suomalaisen vaatealalla Peter Nygård on kertomassa mukaan myös aktiivinen kauppaolittikka. Nygårdin kanadan hallituksen apuna teollisuustuotteen kehitystä pohjivan osuutehokkuuden puhejohtajana toimiva Nygård sanoo ajaneensa vuosikymmeniä muilla, jolla kanadalainen teollisuus on turvattuun luopuotomistaan turvattu kilpailuun vastaan. Nygårdin malli mahdollistaa tuotannon kumoutumisen, jota on jokin valmistaja haluaisi käyttää aihankinoma, niin hienellä tulisi olla tietyn määrän oma valmistus Kanadassa, jotta aihankintousteita voitaisiin tuoda ilman korkeita suojatulle ja kintousta. Nygårdin mukaan äitillään kehitettiin tuotannon ja tuonin subetaiminen edistää kanadalaisia tuotantoa, koska ilmeis tuotoni olisi kintousta ja niilleitä suojatua. — Näistä myymälä on profiilista erilaista. Jokainen niistä myy vain yhtä tuotelaajamaa, Nygård selventää. Hänen mukaansa myynti jäsentuu Nygårdin puoleksi USA:n ja Kanadan kesken. Vientä Eurooppaan hän ei ole kertomassa mukaan edes harkinnut. — Suhteitoin tuon aika paljon karkkita Italiaa ja Ruotsista Suomessa Nygårdia keuhkeltiin kuin valkioerasta, samoin Pohjois-Amerikkakin hän on etelviä hyvien korkealla profiililla kunnostautumien mm. kutsujen järjestäjä Hollivoodin kollektiin. Nygård myymälä tähän osin kaskeloiduksi markkinoinnin apukinokki. — Vaatealanmaailman imago läisi hänen maoidensa kintoustavuutta, hän perustelee elämäntylään, johon kuuluu nykyään myös koti Rahamalla. Matti Laipio

SALAMAVALOT



Leena Luostarinen, Peter Nygårdin vaimo, ja muut vieraat juhlassa. — Suomalaisyrityksen Peter Nygård ja kaikki suurilähetystöstä puoltolleen. Vasemmalla USA:n suurilähettiläis Rouva Marna Schnabel, Peterin molempin puolin kutsujen läänittäjä: Kanadan suurilähettiläis J. Rosa Francis ja rouva Arclath Francis. — Anne ja Arto Hiltanen seurassaan Margaretha Aittokoski, joista on seitsemässä vuodessa tullut johtajia liiketoimintaa. — Seitsessä liike avustajan juuri, mutta kyllä se toivota tietää ympäröivästä työpäivä. — Annen ja Artoin kolmitoiminen perhe kukoistaa, samoin liiketoimintat. — Helmi-Enoksen ja -mielen oimien Peter Nygårdille apulaiskaupunginjohtaja Arne I. Välikangas, joka jätti näinä päivinä läksiköille. Hän kiitteli Peterin lämpimästi — kaikista mitä olette laurayt hyväksenne». tarkoitteen muun muassa sitä että Peterin ansiosta maassamme on vielä Kanadan suurilähetystö.

7 VUOTTA

Suuriähettiläspari Peter Nygårdista: "Hänestä tulisi hieno diplomaatti"



— Hänestä tulisi hieno diplomaatti. Hän on hyvin hienosti ja osuvasti perustellut ja selittänyt, jolle on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa. — Hänestä tulisi hieno diplomaatti. Hän on hyvin hienosti ja osuvasti perustellut ja selittänyt, jolle on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa. — Hänestä tulisi hieno diplomaatti. Hän on hyvin hienosti ja osuvasti perustellut ja selittänyt, jolle on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa.

HINTA 13,- HYMYLEHTI 19/87 15 10 - 28 10
MADONNAN KOHUTUT ALASTONKUVAT! SIAMILAISTEN LEIKKAUS ONNISTUI!
 25 LÄÄKÄRIN UROTYÖ JÄÄ HISTORIAAN
HYMY



PETER NYGÅRD KOHENTAA SUOMEN KUVAA
 — Hänestä tulisi hieno diplomaatti. Hän on hyvin hienosti ja osuvasti perustellut ja selittänyt, jolle on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa.

MIKÄ IHMEEN SEPPÄLÄ?!

— Hänestä tulisi hieno diplomaatti. Hän on hyvin hienosti ja osuvasti perustellut ja selittänyt, jolle on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa. — Hänestä tulisi hieno diplomaatti. Hän on hyvin hienosti ja osuvasti perustellut ja selittänyt, jolle on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa, jolla on ollut kukaan Suomessa.

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PETER NYGÅRD THE LEADER

"It's people that have always made this firm work."

- PETER NYGÅRD

WHAT'S IT LIKE TO WORK WITH MR. NYGÅRD?



“He knows this business. Peter’s success & business strategies should be in the Harvard Business Review. You meet a lot of very bright or genius level people that have a singular focus. An orchestra conductor could be a genius in terms of music & with the baton & that’s his level of genius. It’s very seldom that you see a multi-dimensional genius. Nygård’s got a level of genius with product: product design, fabrication, architecture, technology, & at the same time, he establishes the entire strategy for the company. He established global leadership in the field of Distribution & IT. If he is unfamiliar with the subject matter at hand, he will learn it, & not only learn it, but become the expert in that field. He is the key reason we are celebrating 50 years in business in 2018.

He is relentless in his pursuit of detail. For example, I have seen him work for three days just focusing on the waist detail & fit of a pant. The amount of engineering & construction that Peter puts into the garments is unparalleled in the industry. Competitors continue to try to knock us off but never match the perfection of Nygård engineered garments.”

JIM BENNETT
Vice Chairman



“He is a developer of people. He has incredible instinct about people. He can read their potential, their capacity, their failings & help them with their weaknesses. He’s a rarity. You don’t come across too many people like him.

“I’ve worked with a lot of people — customers, suppliers, makers, competitors — & I’ve yet to see another one like him. I’ve met people who have run huge companies, much larger than ours, & I have yet to meet an individual who has all these moving parts like he has. He’s a creative; he’s a mathematician; he can work with techies; he’s an architect. He’s also a great people’s person.”

DENIS LAPOINTE
President NYGÅRD



“He has a healthy discontent with the way things are. He is not satisfied with the status quo. His mantra is ‘It’s got to be better. It’s got to be better.’ When it comes to pants, the man’s a genius. The guy knows how to fit pants.

The thing I love about this guy is that he knows everything about everything. There is not a topic you can bring to him that he doesn’t know about.”

SAJJAD HUDDA
President NYGÅRD RTL



“There are many sides to Peter Nygård. He’s an engineer — that’s engineering by the way — an accountant, a lawyer, & becoming an international expert on longevity of life. Like, what else is left? Oh, he was a world-class sailor, an athlete & a tough competitor.”

RICK WANZEL
EXEC VP INTL Sales



“He doesn’t take shortcuts & he doesn’t cut corners. He is very methodical & does things thoroughly — always paying attention to the smallest of details.”

TIINA TULIKORPI
EXEC VP Corp Relations



“Peter Nygård is brilliant, but there are a lot of brilliant people out there who don’t do things the way he does. His relationships are very personal. He invests in people & gets to know people. He treats his business counterparts like family. That’s how he interacts with Dillard’s & his other partners as well. He doesn’t think of himself as being on the other side.

It’s very interesting that a Canadian apparel company can be so familiar with fabrications & weights of fabric that work well for a southern-based company like Dillard’s. He didn’t just google what the temperature was; he got out there & found out for himself. So he is able to design, produce, predict what trends, colours, fabrications are going to work there. He designs from

the perspective of having been there before. We see those results everyday. That has improved our business.”

MISSY FULLER
SP VP NYGÅRD/Dillard’s



“I love working for Mr. Nygård. He’s the most brilliant, smartest person I’ve ever met. It’s a pleasure being a part of his design team watching his vision come to fruition. I spent four years living in Asia & traveling all over. It was hard work but a great experience. When we would have our our Summit meetings in different locations, we would have meetings in the mornings but in the afternoons, we didn’t work. He had fantastic things for us to do. He always treated us like royalty. He’s like family to me & his family is my family.

Three or four years ago, I got a call from the travel office telling me that Mr. Nygård is in Italy & wants me to hop on a flight to get a shot in my knees. Whatever they did in Italy, they fixed it. I have so much to be thankful to Mr. Nygård for & it’s not just me he’s been kind to. I’m 86 years old, but I feel great coming to work. I have no reason to retire. I’m proud to be working for him.”

RENE LAW
VP TECH DES - NF



“There has never been a ‘glass ceiling’ at NYGÅRD.

He has always had magnificent women around him — many in whom he saw early potential a number of years ago — women who have earned significant leadership positions under his mentorship. His favorite woman of all times was his mother in every which way. She was his brightest mentor, his confidant & supporter. All of his top picks to join the company had to dine with my mother. My mother would say yea or nay on hiring them because she had that intuition.”

LIISA NYGÅRD JOHNSON
Sister & Former President of U.S. Operations



“He puts in more hours than anybody else here in the organisation, for fifty years. Nobody can keep up with him. He has the drive, & he’s there. It’s not like he’s telling you go do something & he hasn’t done it. I’ve worked with him for many projects, late, late nights, weekends, he’s always there. & honestly, that’s the best way to get things done.”

ERNIE CHAVES
VP Logistics



“One of the things I love here is the ability to be creative. You are allowed to use your imagination. I don’t think you could create at this level of construction with another company. Everything that Mr. Nygård builds is personalized with a lot of detail. So there’s nothing boring about working with Mr. Nygård. I have learned so much from him, & he’s fun to work with especially if you succeed on what he wants. There is always an opportunity to move forward & learn something new.

Also, the amazing thing about Peter Nygård is the depths to which he cares about your family & that of the associates. He has helped many individuals with health challenges.”

MARCEL BUISE
CPO



“Nygård has built more than a company - he has created a family. He fosters & encourages the team to work as a whole - comradery is established & everyone works together to reach an end goal. Nothing is passed off - we are all a part of a process that unites us. This is why we have over 150 associates who have been with the Company for over 20 years. It is also an extremely progressive Company, especially where women are concerned, We the women of the Nygård family - are all promoted based on our ability! The glass ceiling at Nygård was shattered 50 years ago.”

SHARON CLARKE
VP COM & PR



“I attribute Peter Nygård’s success to hard work & being very, very intelligent. Peter Nygård is one of the most intelligent people I ever met. I enjoyed my 26 years working there & if I had to do it all over again, I would do it the same way.”

MURRAY BATTE
Former President



“PJN is a dedicated, inspiring & innovative leader who thinks outside of the box & encourages us all to do the same.

There are many, many long term associates at NYGÅRD who have been mentored & nurtured by Mr Nygård giving them clear purpose, great work ethic & direction in both their careers & their personal lives.

Mr Nygård believes & teaches that happiness does not come from doing easy work but from the satisfaction that comes after the achievement of a difficult task that demanded our best.

I personally want to thank Mr Nygård for the opportunities he has given me — the love of fashion, design, architecture & his meticulous high standards, which resonates within all of us.

Sincerely
CELIA THOMSON
DIR NM OPS



“What I most enjoy about working with Mr. Nygård is his focus — & the fact that his focus acts to multiply our creative energies to achieve superior solutions quicker.”

GREG FENSKE
DIR - SYS & Scheduling



“With Peter, second place is never good enough. He believes there is no conceivable reason why anybody should be better in any category than we are. He has said, ‘Why should anybody have a better fit than us? It doesn’t make any sense. Why should anybody have a better fabric than us?’ There’s nothing he believes that we can’t be better at. We should have a better fit, fabric, quality, & price in his opinion. I think it’s a winning attitude.

I never second-guess him. I don’t think anybody should, because when I did, I was always wrong. The guy has incredible vision. I mean, that’s an overused cliché, but he really has. He’s usually right 9 times out of 10. You know what? That’s a pretty good average when you can be right so often as he is.”

GORDON STEIN
ACCT EXEC NM - CDA



“In using technology, you have to use it effectively. Nygård’s use of technology is impressive. There is no doubt in my mind that the technological strategies he employs are a big part of why he has been successful these 50 years. He effectively uses technology as a tool to create instantaneous information that they can respond to immediately. He has created technological systems to help his people get the right information at the right time. He is a technological leader & always on the cutting edge. He is always the first & stays on top whether it’s technology, design, fashion trends or fashion agility. It’s that foresight & vision he has that drive the success of the company.”

DAANE CLIFFORD
Director Network Security



“Peter Nygård is so successful because he is a working machine! I’m always amazed at where he finds all his energy. He constantly goes from one thing to another on a whole range of topics & he is so sharp on every single subject. It is incredible. He belongs in Ripley’s Believe It Or Not because he is unbelievable. Peter Nygård is the kind of leader who leads by example”

If one wants to reach their full potential or even exceed their own expectations, working with Peter Nygård will do magic!

LILI MICIC
DIR of FIN



“Peter Nygård is always ahead of the curve & sees trends before they happen. His intuition is unmatched, from fashion design to architecture. He is a creator, a builder & a true visionary.”

JEEVEN VALEL
Creative DIR



“A lot of businesses will just go to fabric fairs & conventions & pick what’s already available. He’s one of those people that’ll take all the information that he can get & then collaborate to make one new product. He’s a genius for going that far.

“Also, as a woman, one of the hardest things to find is a pair of pants to fit you properly. That is something that Nygård has just perfected. That man, I don’t know what it is & how he created this, but our fit of a pant is like nothing else.”

STEPHANIE CHRISTIE
DIR MRCH - NF



“The difference between something good & something great is attention to details “ - working with Mr Nygård I have learned that good is not good enough, it has to be perfect!

I consider myself very lucky to have had the opportunity to work & learn from such a great mentor - Thank you Mr. Nygård & Congratulations on your company’s 50th anniversary & your continued success.”

JOANNA FORNALIK
FIT MGR - NF



“Every time he does anything, he tries to figure out how to do it better. Even all the way down to when we were playing the UNO card game, he managed to figure out how we could play that faster & cut down everything by a step.

“And I think it is admirable that he himself wouldn’t walk past a piece of trash on the ground & not pick it up.”

BIANCA NYGÅRD-MURRAY
SP



“From the day that I started at this company, I’ve always felt that our executives & our senior management really, really believe in young people, & really, really believe in women. That was something that I didn’t necessarily feel at other jobs. I remember feeling at other jobs, for instance, when I was ready for more responsibility, their response was ‘we don’t think you’re there yet.’ But here, when you’re ready & when you want to take something on; their response is, ‘Yes, do it, absolutely.’ & then they support you. They actually help you be successful.”

AUNONNA CHATTERJEE
DIR Buying/Selling - SLIMS



“He once said, ‘If you want to become successful at something, you read everything about it, you learn everything about it, you know everything about it.’ He believes in finding out about who is the best of the best & how do we take what they are doing & make it even better.

“By 1980, he had already become the expert on apparel industry automation. He had researched meticulously systems, & warehouse automation, labels, & ticketing through computer systems. By then he was already starting to convert some of his facilities to automated systems.”

ANGELA DYBORN
SR SP PROJ ADMIN



“As a leader, he empowers everyone. I never felt like my opinion was not worthy even in a room of executives. He makes you feel like you are just as important as everyone. Mr. Nygård empowers you to succeed beyond limitations you set for yourself. You can do anything in this company. That kind of leadership is pretty amazing.”

SODO BAH
Director of Internet Sales



“The ability to work directly with the owners & executives is a great opportunity. You don’t find that anywhere else. I met Mr. Nygård when I was really young. Dealing with Mr. Nygård is an honour. It’s a dynamic company to work for. The associates are very welcoming & very fun to work with. & I love working with my boss, Ernie, everyday.”

KATRINA CORTEZ
DIR LASC



“It’s very exciting to be a part of this company because it’s on the leading edge of so many things in fashion; & how many places do you get to work so closely with the chairman? I get to work with really brilliant people who appreciate & value my opinion. Mr. Nygård has a very innate charisma. He’s a perfectionist & expects your best. The company rewards success & hard work. It’s a wonderful place to be. It’s been an awesome, awesome thirty-five years.”

LYNN HORRILL
DIR - DES - NF

1985 OPEN LETTER TO EMPLOYEES

Winnipeg Free Press, May 25 1985 5

NO ALTERNATIVES REMAINING



Nygaard Speaks Out

OPEN LETTER TO TAN JAY EMPLOYEES

On Thursday, May 16, 1985 I made an announcement that we would be moving our Head Office to Toronto. As a result of this announcement, many of our employees have asked about the security of their employment. It is an appropriate question to ask.

Let me begin by saying that I believe our employees are as proud of this Company as I am. In this province we provide jobs for over 600 Manitobans. If it were not for the current anti-business labour laws of our province and the attitude and tactics of the Union we must deal with, we would be expanding our operations and thereby significantly increasing employment opportunities in Winnipeg.

Tan Jay had its birth in Winnipeg, and it pains me to feel compelled to move our Head Office out of the province. Tan Jay will be expanding, but not in Manitoba at this time, where the present Government has literally poisoned the entrepreneurial spirit.

Day in and day out we are the subject of unfounded and misleading allegations by the Union. We are continually having to appear before the Labour Board to prove our innocence against Union charges. These radical Union organizers, aided and supported by this Province's almost frightening and destructive labour laws, have literally

forced your Company to take this direction. In a supposedly free and democratic society, that offends me greatly.

Many of you I am told are continually being visited at night at your homes by Union organizers and almost any day of the week, Union organizers are parading in front of our factories handing out Union propaganda. The Union organizers have been brought in from Los Angeles, Boston, Montreal, Toronto, Vancouver and New York. So when the public sees people parading out in front of our factories, they should not assume for one moment they are Tan Jay workers. They are not.

Last weekend in a last ditch effort to reach a new labour agreement, I had two very senior people meet with top ranking, international representatives of the Union from Toronto and New York. As a result, the Union has made a major new proposal. Subsequently, I met with the international President of the Union, Mr. Chaikin, and in the interest of trying to bring this unhappy situation to a close and to start a new day, Tan Jay has responded with a new proposal which we consider to be more than fair under existing economic conditions.

As to our Head Office move, we plan to do this gradually and with full concern and regard for our people.

One of the highest priorities I have is to make this move without having to lay-off one single employee. It is not our intention to close our Winnipeg factories unless we are forced into that situation. I will do my level best to keep our existing factories operating. I make this commitment to you because I believe I have your support.

I appreciate that this letter is somewhat forthright, but these are the facts as I see them. Quite frankly, it is possible that as a result of this letter, we may be charged and may have to appear before the Labour Board again to prove our innocence. Due to the seriousness of this situation, I have chosen to take that risk.

Best personal regards,

P. J. Nygaard
Chairman

The labour unions of Winnipeg, where Nygård used to have his factories, have an interesting history which provides context for events that occurred there.

There was a Communist Party of Canada established. The Canadian Encyclopedia explains: "The Communist Party of Canada, founded in 1924 as the Canadian branch of the international Communist movement, is a fringe political party that advocates for a pure socialist society based on the ideas of Vladimir Lenin & Karl Marx." (The Canadian Encyclopedia: Communist Party of Canada)

The Communist Party of Canada is said to have been heavily involved in trade union organizing in Winnipeg; others would describe them as infiltrating the unions & causing havoc. In essence, they voted out existing leaders & took over. As the Canadian Encyclopedia states, "Many members of the Communist Party became leaders of Canadian trade unions & organizers of new unions, especially among industrial & unskilled workers." (The Canadian Encyclopedia: Communist Party of Canada)

In 1985, Nygård faced some challenges with a labour union & their actions. He shares this about that time.

Communist elements joined the unions & voted out the existing leaders to be able to take it over. They took over unions because unions had the biggest control over the people.

There was a protest in 1985 & the employees were under the control of the union. But these communists were using the employees to agitate, to fight against the Americans really. The largest factory in Winnipeg was the NYGÅRD factory so it impacted me.

I was in secret communications with the secret service of Canada. We had frequent meetings to discuss how to combat this element. At the end of the day we won & stopped the Communist elements from taking over Winnipeg.

"Many members of the Communist Party became leaders of Canadian trade unions & organizers of new unions, especially among industrial & unskilled workers."

The Canadian Encyclopedia: Communist Party of Canada

Labor laws and union prompt Tan Jay move

Don't be surprised if the government attempts to dismiss the decision by Tan Jay Chairman Peter Nygard to move the head office of his company to Toronto as vindictive or as politically motivated. These accusations will not bear close examination.

If Nygard really wanted to move to Toronto for any reason except his stated one, that of the anti-business attitude of the Manitoba government, he would have done so quietly, and without fanfare. If he wanted to gain the maximum political advantage from the announcement, he would have waited until an election had been called to add his bundle of kindling to the fire.

Nygaard has two reasons for leaving the province where his company was born. The first is the labor legislation that is already in place. The second is the labor legislation that has been promised by the Pawley government.

There are, at the moment, laws which make it ridiculously easy to certify a union, and almost impossible for dissatisfied employees to get rid of a union they do not want. The government has promised plant closing legislation that will cut deeply into the credit available to any company proposing to locate in the province, as well as laws requiring equal pay for work of equal value, a pie-in-the-sky proposal that will take an army of bureaucrats to enforce, and make the running of any business much more difficult.

When these present and future problems become the cake which is iced with one of only two provincial payroll taxes in the country, it is small wonder that the Nygard marketing centre building in the new waterfront development in Toronto, announced several years ago, had another floor authorized last year to house the head office of what was once a Winnipeg-based international



Fred Cleverley

garment manufacturer.

There are the minor irritants. Nygard says that he is forced to deal with a radical union leadership backed by a radical labor board. Anyone wanting to label Nygard as simply anti-union has to explain away Tan Jay's 30 years of union contracts, and Nygard's personal record of dealing with unions, some international in nature, for 15 years without serious disagreement.

Anyone wanting to put an anti-union label on Tan Jay will have to explain why the company was able to live with an internationally based union for 10 years without having a single incident referred to a provincial labor board, including the boards operating under the Schreyer administrations. Then they will have to deal with the change that has produced more than 100 referrals to the labor board of incidents within the past year, referrals that have forced Tan Jay to hire two lawyers to deal exclusively with labor matters and referrals that have resulted in not a single decision favorable to the company.

Nygaard's description of life with the Manitoba labor board has been communicated to his employees. He says: "Day in and day out we are the subject of unfounded and misleading allegations by the union. We are continually having to appear before the labor board to prove our innocence against union charges. These radical union organiz-

ers, aided and supported by this province's almost frightening and destructive labor laws, have literally forced your company to take this direction (to move its head office to Toronto.)

Anyone who wonders how Nygard expects to improve his Manitoba position by moving his head office out and leaving his factory here does not understand the international nature of the garment business. In the last three years, Tan Jay's business has increased by sales of \$50 million. This translates into 1,500 new jobs, twice the number now in Winnipeg. All have been established outside of Manitoba. Those who suggest that a company like Tan Jay would expand its labor force in low-wage countries no matter what should look at the company's history. For the first ten years of Nygard's direction, all expansion took place in Manitoba.

Expansion decisions are made in head offices. The possibility of Manitoba expansion, given Nygard's perception of the government anti-business behavior and a head office in Toronto, ranks somewhere behind the possibility of cutbacks in Manitoba.

Manitoba Industry Minister Eugene Kosyru, writing to Nygard the day the head office move was announced, expressed surprise that he had not been informed of the company's perception of the government, and said the government was committed to bringing about a climate conducive to the promotion of investment. In reply, Tan Jay President Murray Bate reminded Kosyru that, at a meeting held just six months earlier, the minister was told directly that Tan Jay had added employees in Thunder Bay, rather than in Winnipeg, because of Manitoba's unbalanced labor laws and be-

cause of the 1.5 per cent payroll tax in this province.

Tan Jay is no corporate welfare bum. The company has a limited participation in a federal program of technology research in which its contributions are several times those of Ottawa. As well, Tan Jay was approached by the Manitoba government to help create make-work jobs as part of a federal-provincial program, but bureaucratic delays resulted in the number of jobs dropping from 2,800 worker-weeks to 1,000 worker weeks. In this program the company's financial contributions to the program matched the combination of federal and provincial dollars.

The government says its priority is jobs. It's attitude is responsible for eliminating a few of the variety that help create more just by being in Winnipeg.

"Anyone wanting to put an anti-union label on Tan Jay will have to explain why the company was able to live with an internationally based union for 10 years without having a single incident referred to a provincial labor board, including the boards operating under the Schreyer administrations."

FRED CLEVERLEY

Winnipeg Free Press Monday, May 27, 1985. Page 7

"In the last three years, Tan Jay's business has increased by sales of \$50 million. this translates into 1,500 new jobs, twice the number now in Winnipeg... For the first ten years of Nygård's direction, all expansion took place in Manitoba."

FRED CLEVERLEY



35TH ANNIVERSARY THANKS A MILLION!

"I am getting the greatest kick out of tonight — one of the greatest things that you can do with money is to share it; share it with your family, your loved ones, & above all, share it with the people who have made it possible for you. I want to share my success, which is your success."

— PETER NYGÅRD

THANKS A MILLION!

There wasn't a dry eye anywhere in the room after Peter Nygård announced that all NYGÅRD employees who had been with the company for 20 years or more would find extra money in their bank accounts that pay-day. That extra money was \$10,000. As one associate expressed, "You don't ever expect to win the lottery in your life & you don't expect your employer to give you \$10,000!" (Liz Svienson NYGÅRD Associate)

"I love the people in this company. The company is great to work for. Mr. Nygård is a great person. He is very understanding & he listens to you. He gives you a chance to grow. There are a lot of opportunities in this company. You can become whatever you want & he'll help you. If you don't know something, he'll teach you. You're not left on the back burner; you're always involved in everything. You feel like a part of the family."

The total amount for giving to each associate of 20 years or more came to over one million dollars. Peter Nygård was happy to say, "Thanks a million!"

IRENE GOLINSKI
Nygård Associate, 47 years



Irene Golinski
Current longest serving Associate



Roberto Rodriguez
Youngest to receive \$10,000



Rene Law
Oldest to receive \$10,000



Peter Nygård addresses staff on 35th Anniversary

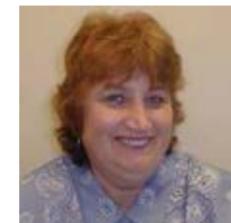


Peter Nygård addresses staff on 35th Anniversary



"I'm happy here. I wish Mr. Nygård good health so he can be with us for a long time. We've been given a lot of opportunity to learn & grow within the company. You never stop learning. Everyday is something new. On his 35th anniversary, I bought a car with the \$10,000 he gave the associates who had been with the company more than 20 years. I still have that car & I never want to get rid of it."

MARIA CONTRERAS
NYGÅRD Associate, 35 years



"I like the people here. Mr. Nygård & the executives will make time for you anytime you need to see them. I've always looked forward to & liked coming to work."

LIZ SVEINSON
NYGÅRD Associate, 37 years



Long Term service Associates



Beverly Peele at 35th Year Anniversary Fashion Show



“NYGÅRD is like family & Mr. Nygård is always there for you. This is not a job for me. It’s someplace I come everyday & enjoy what I do & there is a lot of opportunity. Every day is a different challenge. It’s always something new & it’s exciting.
Mr. Nygård is a brilliant mind & has a good sense of style.”

ANA GARCEA
SR COM COR - NM/NF



“Mr. Nygård is a Godsend. This company has been a blessing to me. After not seeing my mother for twenty-three years, I was able to see her through this company. I also met my wife at this company. Working with Mr. Nygård I’ve learned a lot. Mr. Nygård is a great mentor.”

JOEY VASQUEZ
Nygård Associate, 25 years

When asked once why he works so many hours each day, Nygård replied

“Work is only work when you wish you were somewhere else, & by that standard, I don’t work very much.”



35 years of Caring



LIVING THE DREAM

“For me, it was never about the toys. It’s about being the best. When I was at Eaton’s & I had to sweep the floors, I was going to be the best at it. All these toys came as a consequence. I never envisioned the plane, the boat, an island paradise. That was never important to me because I didn’t come from that lifestyle. I came from a little coal shack with an outhouse & no running water. For me, it was always about being the best at everything that I do.”

– PETER NYGÅRD

MAN ABOUT TOWN

"I'm certainly not a slouch in the social world. But I live in many worlds very comfortably."

PETER NYGÅRD



TATTOU NIGHT CLUB

Celebrities always tested out new restaurants in Beverly Hills so why not open an establishment that took advantage of this trend. In true Nygård style, it wasn't enough to just be a restaurant. Nygård partnered with a New Yorker who had a club in New York & together they opened an establishment around the curve of Rodeo Drive in Beverly Hills. Its unique set-up included skits & other entertainment during dinner as well as dancing later in the night in the upstairs discotheque. Nygård even had a store featuring his designs in front of the club.

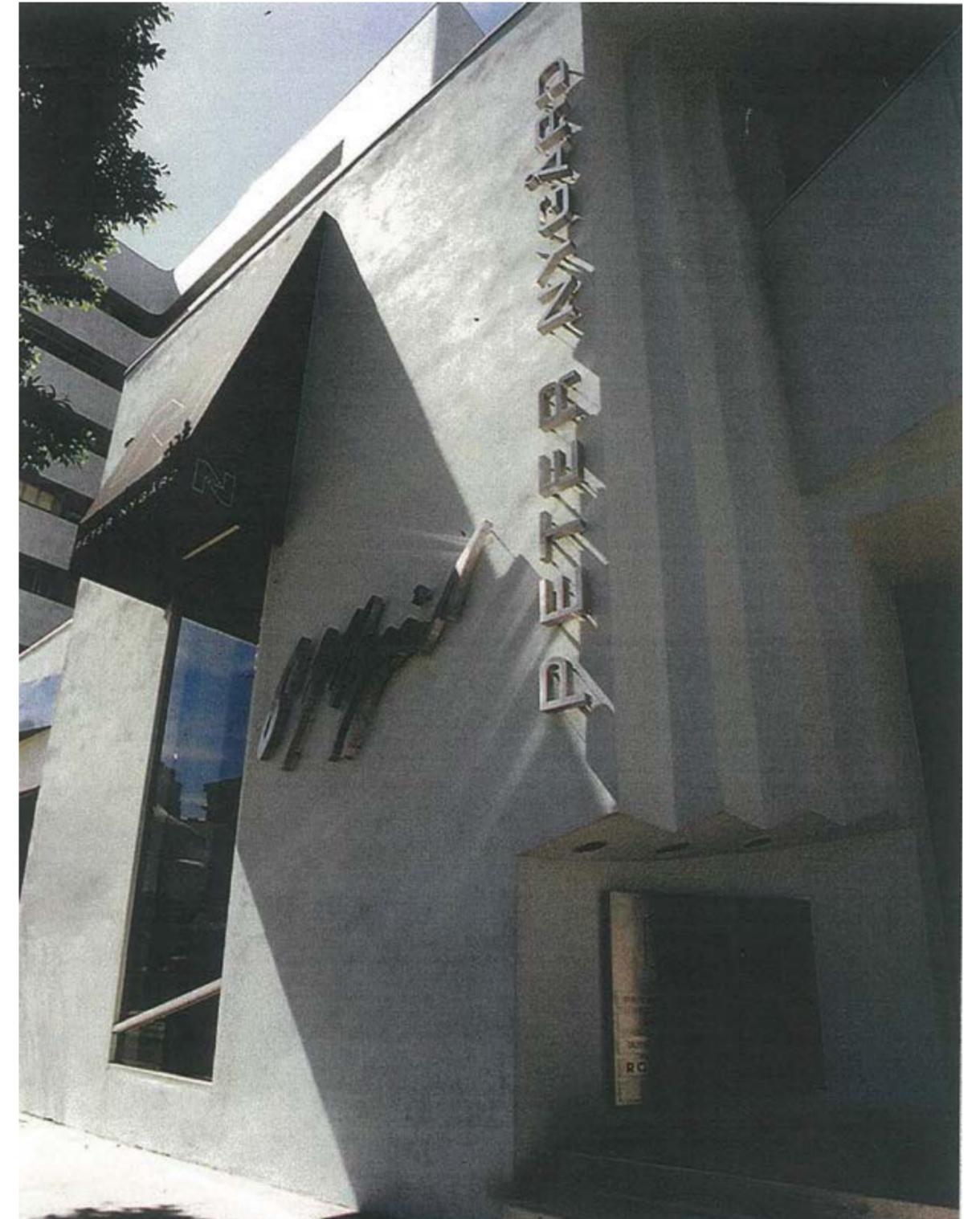
It was a popular establishment for both its gourmet meals & discotheque. When asked once what happened to cause the closure of such a popular spot, Nygård amusingly shared the following:

"My biggest problem was I was working from 7am on my fashion business & then working from 10pm until 3am on hosting in the nightclub."

The challenge was that my partner would not pay the rent. He would tell me, 'Peter don't worry about it. When they finally come after me, I'll just pay it then. It's okay.' Well, they came after us, but it wasn't okay. They evicted us.

It was such a waste after all the work & spending millions & building such a strong reputation."

Nygård partnered with a New Yorker who had a club in New York & together they opened an establishment around the curve of Rodeo Drive in Beverly Hills.





Peter Nygård enjoys a day out



Peter Nygård grooving at NY's Studio 54



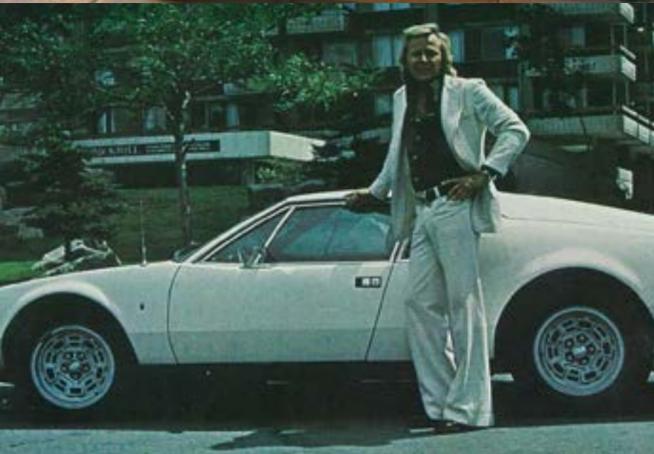
Peter & daughter Áliá celebrating at NYGÅRD's 35th CO Anniversary



Peter horseback riding with former Miss Finland Tanja Viononen



Peter & Drake in his first Excalibur



NYGÅRD'S FALCON LAKE RETREAT
Manitoba, Canada



THE NYGÅRD VALHALLA

It dawns with the high-pitched singing of the Blackburnian Warbler. The quiet lapping of the waves lures you to its shores to frolic in its splendour while the sun beckons you to bask in its early rays. A gentle breeze is rustling the leaves of the birch trees as they stand in their serene beauty at Falcon Lake.



Raised lounge chairs structured in the style of a relaxing hammock enticingly sway to & fro with an umbrella shading for anyone less desirous of a tan from the sun's radiance.

The first NYGÅRD Summit for the summer months is about to begin.

The Nygård's love affair with Falcon Lake began back in the 60s. Its seductive charm was reminiscent of Finland, which is forever in their hearts. There was no other place to be in the summer months.

Peter would hitchhike out to the lake. It was there he became a lifeguard & taught swimming as a teenager. Eventually, the Nygård's were able purchase a modest cabin on a peninsula of one of Falcon's arms. The cabin was perched on the edge with lake views from the three sides giving the sense of lounging in the lake itself. It wasn't long before Peter started acquiring the surrounding land & turned this ethereal retreat into their 'Valhalla'.

Valhalla, Old Norse Valhöll, in Norse mythology, the hall of slain warriors, who live there blissfully under the leadership



of the god Odin. Valhalla is depicted as a splendid palace, roofed with shields, where the warriors feast on the flesh of a boar slaughtered daily & made whole again each evening. They drink liquor that flows from the udders of a goat, & their sport is to fight one another every day. (Encyclopaedia Britannica <https://www.britannica.com/topic/Valhalla-Norse-mythology>)

Peter heartily embraces his Viking roots stemming from both his Finnish heritage & the Nygård Swedish lineage. In addition to his blonde mane, his Scandinavian heritage is reflected in many parts of his life & especially at the lake.

Over an acre in size, Nygård designed the new buildings in a Finnish motif as if to teleport themselves with every visit.

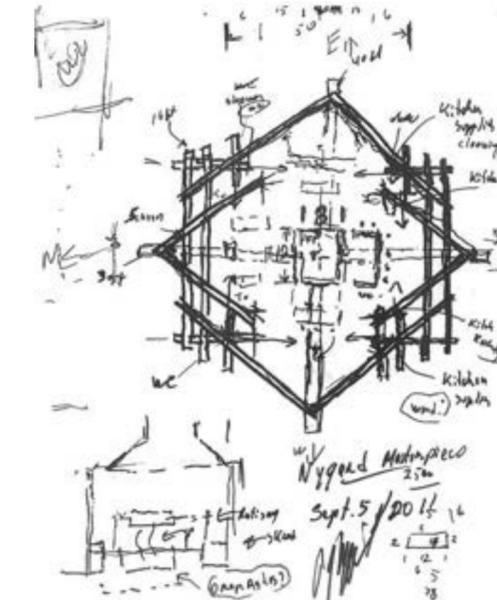
Each of the cedar logs used for building the new cabins is between 28 & 38 inches in diameter. Sourced from the West Coast of Vancouver & Queen Charlotte Island, the



logs were individually stripped of their outer layer & fit together like a jigsaw puzzle.

There are two cabins in the style of a boat-house built on the lake itself with a short dock connecting them to the mainland. They are

named Mokki — Finnish for cottage — & Sisu — Finnish for grit & determination. These are grand suites with stunning lake views. Beneath Mokki, is a boardroom — where Summit meetings are held — that also features stunning views of the lake.



Peter Nygård's 2011 sketch of his idea for the creation of Valhalla.

The newest structure is the grand master of them all & is called the Valhalla building. Nygård designed this structure to have two stories of five suites with six bathrooms. This 4500 sq. foot architectural magnificence has eleven fireplaces (with one stack) & includes a fireplace on each balcony.

Many of the suites have Scandinavian names like Odin — who is the war-god in Norse mythology, & is the grandest of the suites — Valkyrie — old Norse for "chooser of the slain", which is a female who chooses the warriors that will die in battle & escorts them to Valhalla — & Suomi — which means Finnish. The other two suites are called Sunrise &

Sunset & are located on the east & west sides of one half of the lower level of Valhalla. All of the other suites have stunning twin views of both sides of the lake.

The original cabin, which has been expanded, is named "Hilkka Cabin," & the one-time carport turned suite with a lake view has

maintained its label & is called Carport. Interestingly enough, it is the suite where Nygård stays on each of his visits to Falcon.

Nygård's design of each building is replete with intricate details as in the guest cottage depicting a wall of glass formed into an A-shape where it meets the wood & a skylight with a custom wood trellis built inches beneath it showcasing six robust hanging plants lapping up the sunlight.

A NYGÅRD Summit weekend event begins with a candle light dinner at the log dining table on the deck of the Hilkka Cabin overlooking the lake. The ultimate host, Nygård ensures his associates turn guests are feasting on sumptuous meals of lobster, scallops, shrimps, halibut & more. To allow for enjoyment on cooler days & nights, the wood in the ubiquitous fire pits are kept lit at all times, which adds to the perfect ambience of Falcon Lake.

After a night of feasting, karaoke, & poker, it's time for a nightcap or a starlit walk before slumber.

Though it's not long before the sun rises to the beautiful music of Bolero, the soft alarm clock for guests, & the day begins again.



The NYGÅRD Boardroom



Carport - Peter Nygård's suite at Falcon Lake



COMING HOME

When we emigrated from Finland, we came to a cold desolate place in Deloraine & Winnipeg.

Falcon Lake is like returning home. More than any other place, it's like home, like Finland. It was where we belonged. When we got to Falcon Lake it was like breathing again.

I started hitchhiking to Falcon Lake when I was fourteen not knowing where I would stay or how I would eat. I would sleep in somebody else's tent until I got kicked out. I'm embarrassed to admit it, but we even raided backyard gardens for food.

One year, I drove my bicycle there; it took me twelve hours. Us young boys slept on straw piles. It was not as romantic as they make it seem in the movies. It was very itchy.

Rowing a boat one summer, I spotted the most beautiful location on Falcon Lake. I fell in love with it & kept dreaming about owning it. Every year I would dream about owning it. Then one summer, I went up to the cabin on that point & knocked on the door. I couldn't have been more than sixteen. I asked the man who answered the door if he was interested in selling his cabin. He said, "get out of here kid. You can't afford this."

The next year I did the same thing. I knocked on his door & asked if he wanted to sell & left my phone number this time. "Eventually, the guy called me. He said, "Kid, if you want to buy that place, it's yours, but it's going to cost you \$10,000." Cottages on Falcon were going for \$4,000. That was sixty years ago.

A while later, I called him back: "I was able to raise \$8,000. That's all I can give you. Please can I get it." He responded, "Okay, \$8,000 then."

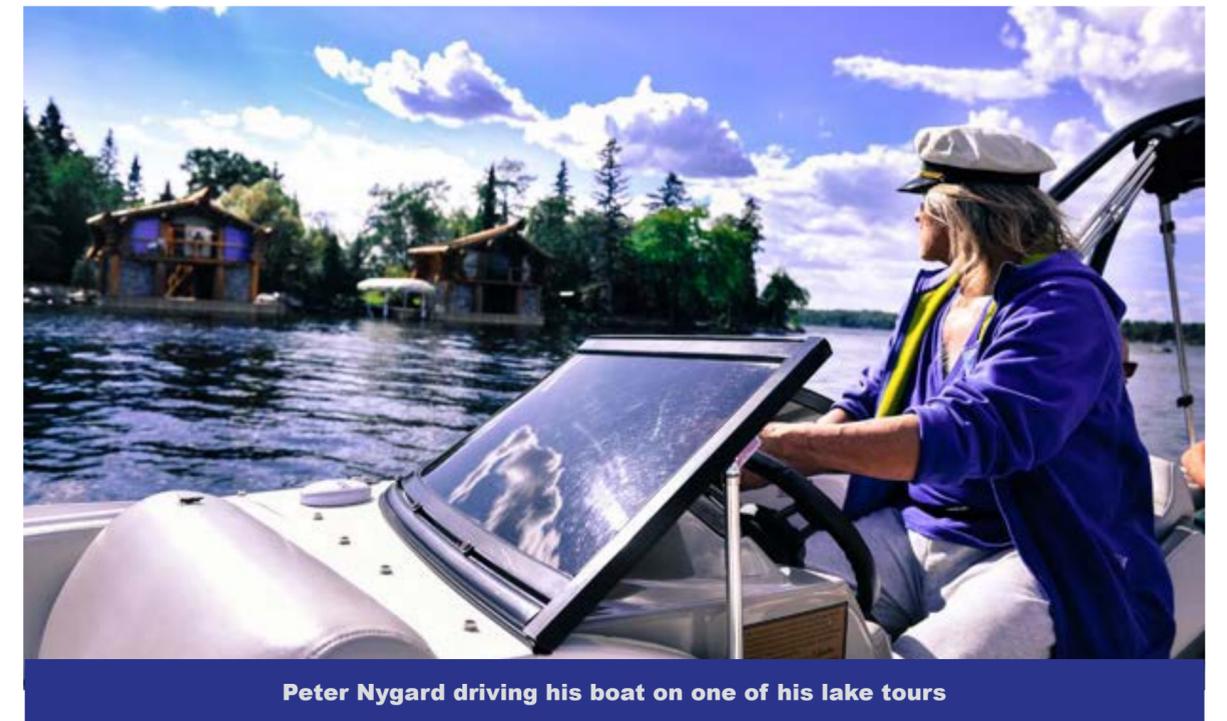
I was able to borrow a thousand here & there & get a loan from the bank. Back then, the communities were smaller & I had a reputation for being a hard worker so they loaned me the money with the property as the collateral. Even then, the guy had to wait a year for me to pay him the balance of \$3,000.

I bought that place without any money & after pursuing it for four years. One way or another I had found the money.

It was the most beautiful piece of property on that whole lake. We named it Nygård Point. I turned Nygård Point over to my parents cause I wanted them to have a piece of home — a reminder of Finland.

Now when I go back there, it's like a homecoming.

Peter Nygård



Peter Nygard driving his boat on one of his lake tours

NYGÅRD'S YACHTS



Mirage





Lady Hilkka

Yves Lauren



NYGÅRD NFORCE

In 2004, Nygård acquired a Super Boeing 727 Dash 100 with a larger, more powerful engine & winglets added. The plane was refitted & designed in the Nygård blue. The blues with white & the silver chrome décor was an arresting portrait of luxury. Its unique

features included a state of the art entertainment system with a powerful surround sound, speakers throughout the ceiling & a projection screen. It had a sleeping capacity of 14, a complete bathroom, & a dance floor with a dance pole.

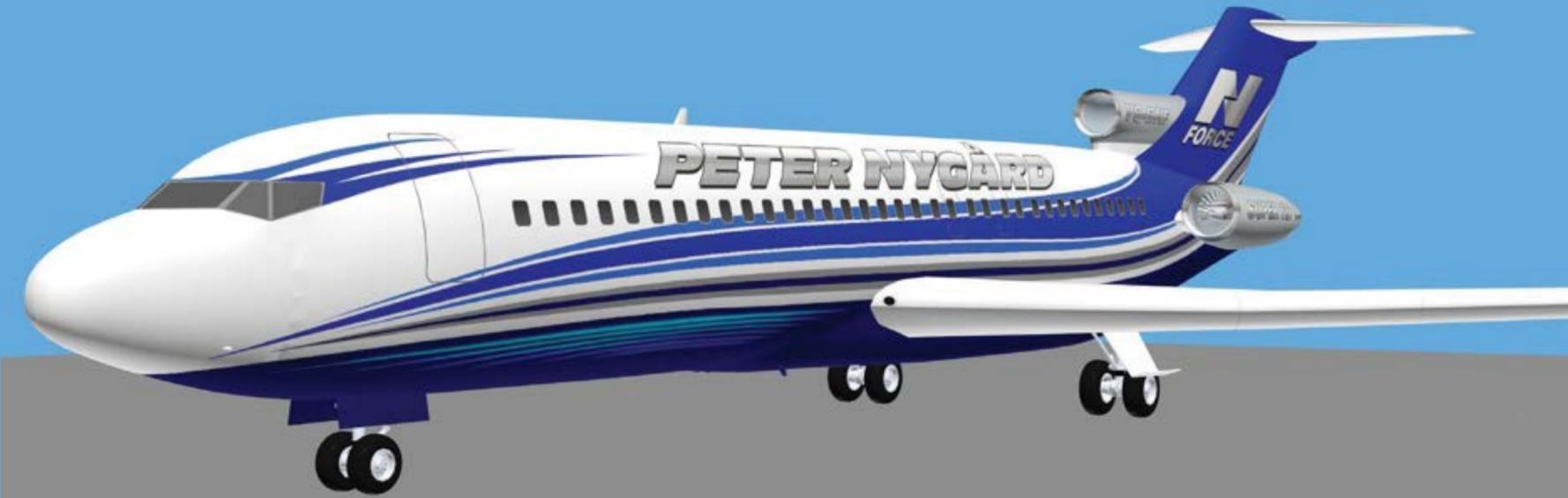
NForce had blue lights above every window that reflected out at night & formed a striking picture. It was a magnificent view that was always easily spotted on landing.

A new plane was acquired in 2017. It's also a

Super Boeing 727 but a Dash 200 with three more powerful engines & an additional 20 feet in length. It will also be outfitted with similar features to the first NForce.



N FORCE



Super 727

NYGÅRD'S ISLAND PARADISE



In 1974, the mystical magic of the 700 jewels of The Bahamas called to Peter Nygård. Spellbound, he acquiesced & created his own island paradise in 1989 on one of its most coveted gems. This alluring jewel is surrounded by the most beautiful iridescent hues of turquoise & azure waters.

NYGÅRD CAY BAHAMAS



Inspired by the Mayan civilisation & his boyhood dreams, Peter Nygård weaved the two into a 150,000 sq ft breathtaking design with Crusoe-styled treehouses & green features.

Drawn to its majestic splendor was royalty itself — Prince Albert of Monaco, Crown Princess Marie Chantal of Greece, Prince Andrew Duke of York & Sarah Ferguson. Its grandeur was explored by Sean Connery, Michael Jackson, Oprah Winfrey & many other notables. President George W. Bush deemed it “one of the most magnificent places I’ve ever visited”.

Its grand magnificence was featured on the “Lifestyles of the Rich & Famous” with Robin Leach. Peter Nygård’s ten-room island Shangri-la is an enchanting one-of-a-kind.



Having spent the first ten years of his life in Finland & growing up in Winnipeg, cold winters were always the order of the day for Peter Nygård. Once he set foot in these isles discovered by Christopher Columbus, it was love at first sight. With year-round tropical temperatures, balmy breezes & the most beautiful of waters, it's no wonder that Peter Nygård fell in love. After meeting the welcoming & always-smiling Bahamian people, the love affair began.

In 1975, Peter Nygård became an official resident of the Commonwealth of The Bahamas & first purchased a home overlooking the ocean on the western end of New Providence, which he named Viking Hill. It became the family home with lots of cherished memories of his parents, Eeli & Hilikka, & their family gatherings.

Nygård's later purchase of this most coveted piece of land on the southwestern

peninsula of New Providence is accessed through the gated community of Lyford Cay. It became the crowning achievement of his building projects to fulfill his boyhood dream with a colossal Robin-Crusoe-styled treehouse home.

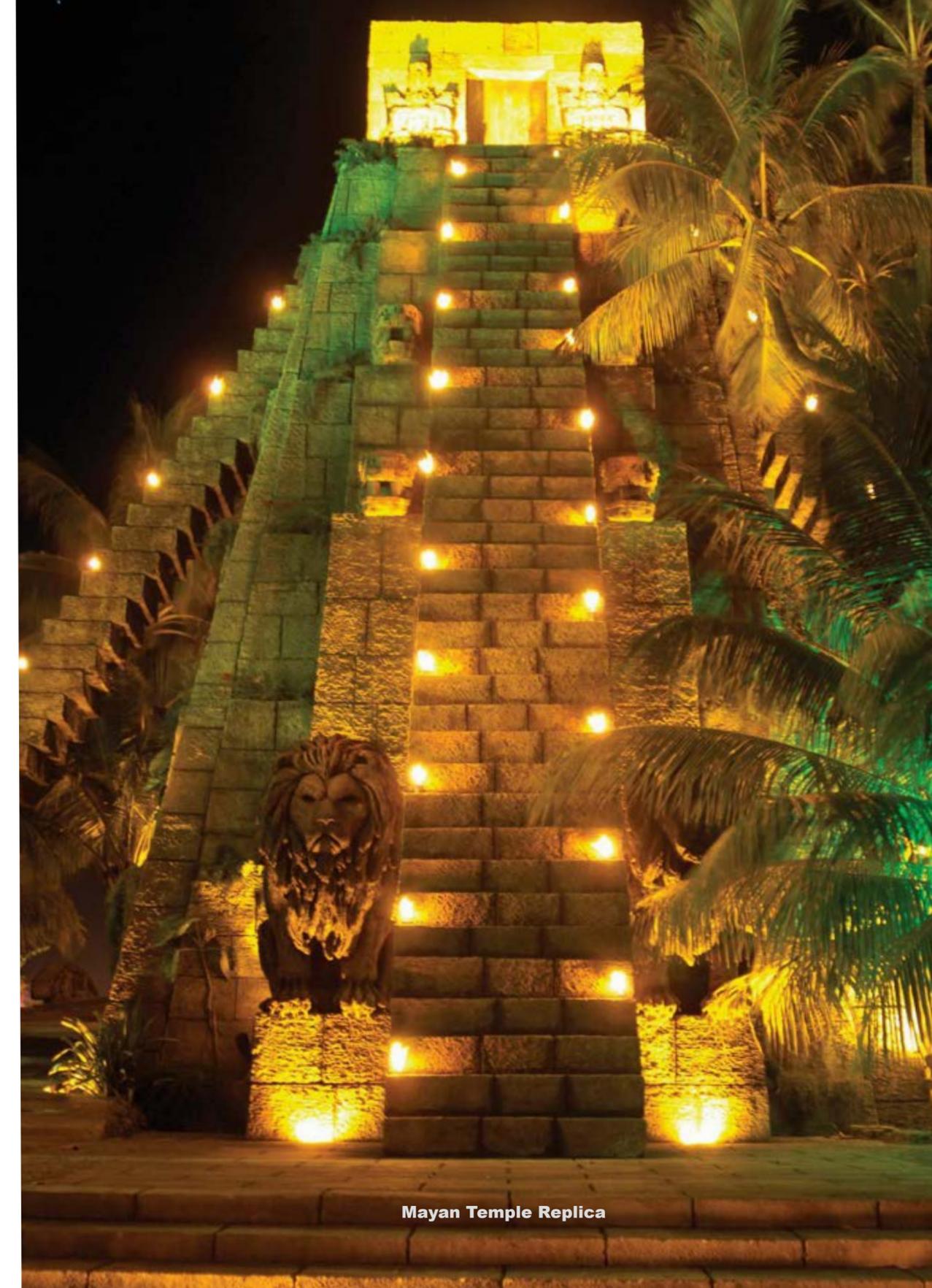
Nygård Cay has seen the likes of many from the rich & famous to local kids from the poverty stricken communities who Peter would host to inspire them to reach for the stars.

Peter C. Newman, Canadian author of a trilogy of books on the Canadian rich & powerful, toured Nygård Cay & wrote about the experience as presented in the pages that follow:

House? Villa? Mansion? Palace? Coliseum?

What do you call a structure that spreads over four acres, its habitable area covering 100,000 square feet? [The only house that compares to Nygård's Bahamas abode is the luxurious compound built near Seattle by Bill Gates. It is less than half as large, but it cost three times as much because of higher real-estate values.] How do you describe a residence that requires guests to drive electric cars to their bedrooms, located somewhere in its suburban extremities?*

(Excerpt from Peter C. Nerman's Titans)



Mayan Temple Replica

While a place this size is strictly looney tunes, it is bold in concept & stunning in its execution. Located on the western tip of New Providence Island in the Bahamas, on a cay that Nygård has named after himself, the building is a lavish labour of love that has taken him a decade of planning & work, plus an estimated \$12 million to put together.

(Excerpt from Peter C. Nerman's Titans)





"Is this," I ask, exhausted from hiking across the living-room, "is this the world's largest house?"

"No," he acknowledges. "Buckingham Palace will always be bigger."

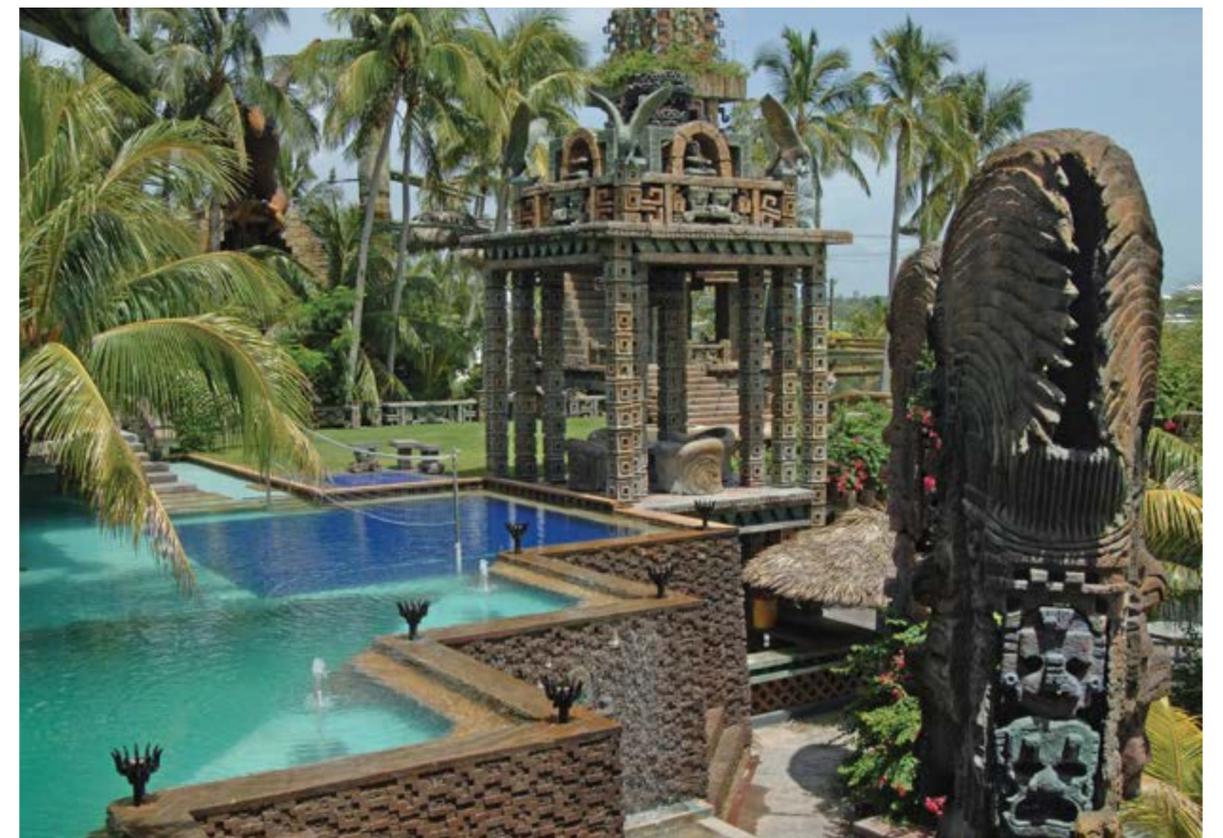
Right.

(Excerpt from Peter C. Nerman's Titans)



Actually, the place sort of gallops to infinity; it's a series of interconnected pods that house his entourage & fourteen guests, plus professional-size tennis, volleyball & basketball courts that can be transformed into covered runways for fashion shows. The dominant motif is sensual curves & secret places from which to watch a sunset, hear the ocean, make love. There are bending roadways everywhere to carry the narrow-gauge electric cars that interconnect the sprawling structure's outlying regions. (I can visualize some exhausted guest, roused from deep slumber by a call of nature, complaining, "Damn it, now I gotta drive to the bathroom.")

(Excerpt from Peter C. Nerman's Titans)





"I'm trying to go back to nature," Nygård insists. "It's as if Robinson Crusoe had found a huge shipwreck & built himself a home."

Well, not exactly. As far as I remember, Robinson Crusoe's wilderness bedroom didn't have a mirrored ceiling. I also doubt whether that primitive castaway could relax, as

Nygård does, in an exquisitely carved stone sauna built for twenty-five of his best naked friends. Chances are that Crusoe couldn't avail himself of a double-storey, treehouse office, accessible only by cable car, furnished like a Fifth Avenue penthouse.

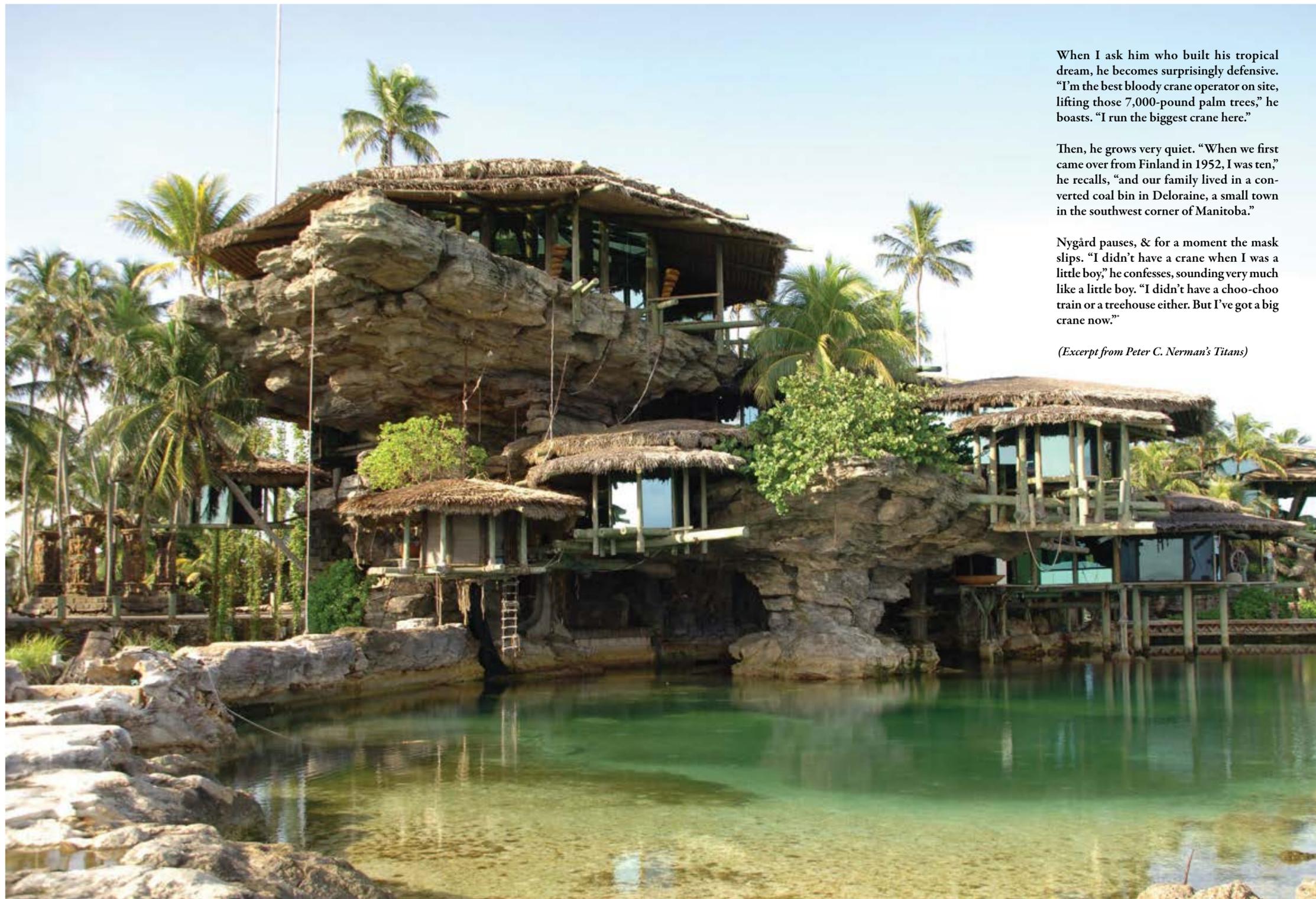
But I quibble.'

(Excerpt from Peter C. Nerman's Titans)



Much like Crusoe's island, Nygård Cay is self-sufficient, producing its own electricity, fresh water & soil. (The soil is refined from palm leaves, which when mixed with water, become a fertilizing agent, so that the once-arid cay has grown green & lush.)

(Excerpt from Peter C. Nerman's Titans)

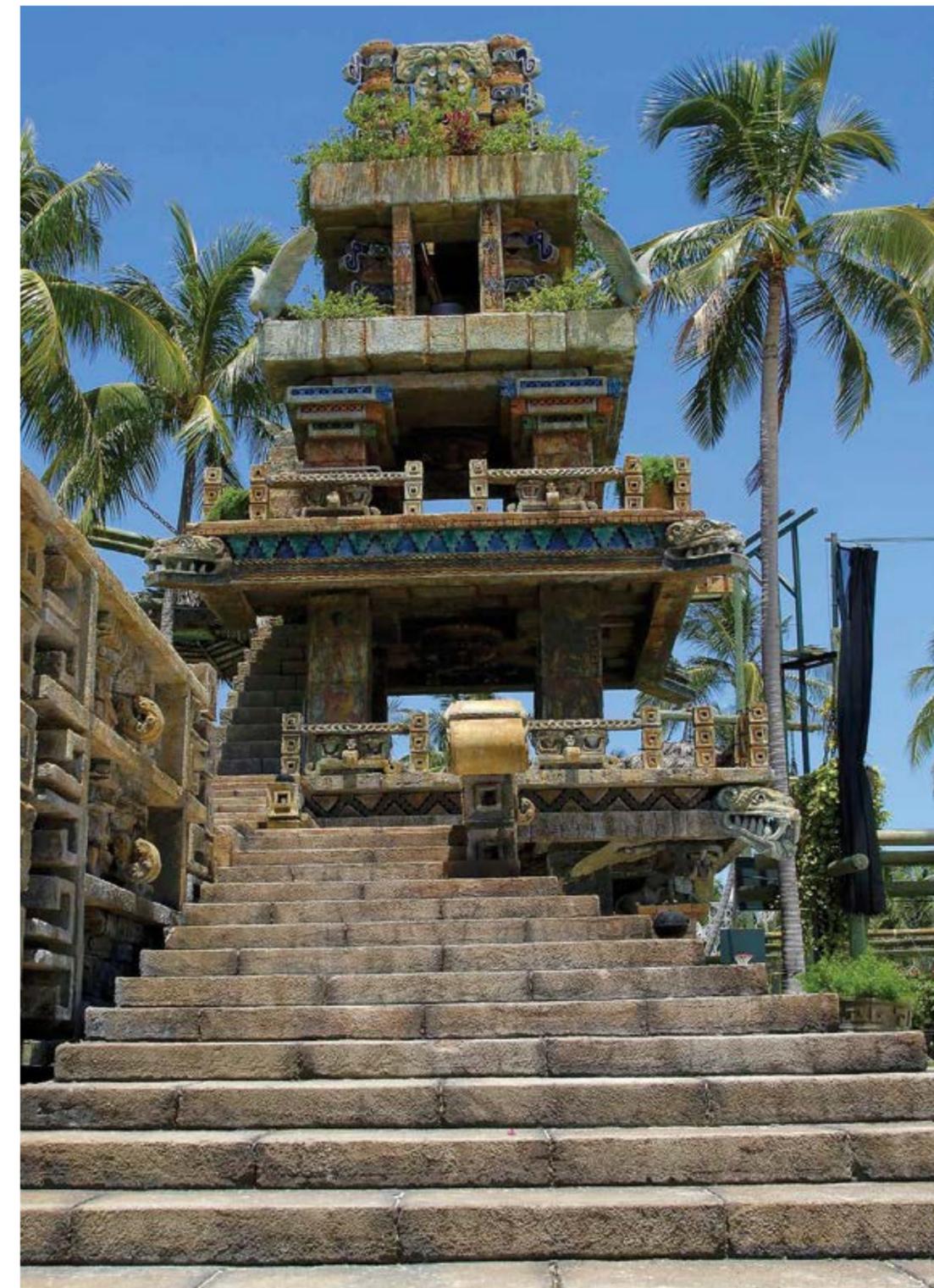


When I ask him who built his tropical dream, he becomes surprisingly defensive. "I'm the best bloody crane operator on site, lifting those 7,000-pound palm trees," he boasts. "I run the biggest crane here."

Then, he grows very quiet. "When we first came over from Finland in 1952, I was ten," he recalls, "and our family lived in a converted coal bin in Deloraine, a small town in the southwest corner of Manitoba."

Nygård pauses, & for a moment the mask slips. "I didn't have a crane when I was a little boy," he confesses, sounding very much like a little boy. "I didn't have a choo-choo train or a treehouse either. But I've got a big crane now."

(Excerpt from Peter C. Nerman's Titans)





An official resident of the Bahamas since 1975, Nygård divides his time among luxury pads in Winnipeg & Toronto, his Caribbean extravaganza & another gigantic tranquility base he has built out of two seaside condos at Marina Del Rey, near Los Angeles.

** Titans: How The New Canadian Establishment Seized Power "Riding The Money Culture" 1998 by Peter C. Newman pp. 97-99*



NOTABLES

“Mr. Nygård, On behalf of all Manitobans, please accept my warmest congratulations on NYGÅRD International’s 50th anniversary of business operations. The longstanding success of NYGÅRD International in the highly-competitive fashion industry is a source of tremendous pride for our province & a testament to your skills, your determination & the consistent quality of your products.”

– BRIAN PALLISTER

RITA COSBY'S PERSPECTIVE

Rita Cosby is an Emmy Award-winning television news anchor & veteran correspondent, radio host & New York Times best selling author.



Peter Nygård - Rita Cosby - Tomaczek Bednarek

QUESTION: *How & when did you meet Peter Nygård?*

RITA: I believe it was 2000. My significant other, Tomaczek, knew Peter from their California days. Tomaczek would say, "I was good friends with Peter, but when he met Rita, that

was it." Peter & I instantly bonded when I met him at an amazing party at his home.

I didn't know too much about him prior to that, so I didn't know what to expect. I just remember right away thinking 'what a warm, handsome, engaging, dynamic man.' Indeed,

he's a wonderful father to his kids & was such a caring son for his mother. We just became instant friends.

Peter has so many extraordinary layers to him. He's a visionary in the world of fashion. One who exudes an extraordinary appreciation &

love of fashion & life in general. He is also so well-read & interesting.

As a journalist, I was drawn to him as soon as I met him. Here is this guy who is larger than life, a super successful, handsome fashion guru, & yet, he has such a keen sense of current events, of politics, of things well beyond Hollywood. There is an exceptional depth to Peter Nygård.

I was simply captivated by this man's ability to talk about world leaders, American politics, the Olympics, & so many other things. We talked into the wee hours of the morning & I felt like I was talking to a true news expert with a rich perspective. That's what started this fantastic & magical friendship between the two of us that has continued to this day.

Some of our most wonderful nights as friends together, have been out at his home in Marina Del Rey or at his stunning island paradise in the Bahamas. We would start with dinner at six o'clock, & the next thing we knew, it would be one or two in the morning & we're still sitting around the table talking trying to solve the world's problems.

I have interviewed thousands of people in my life; & yet, I always treasure my conversations with Peter, getting his insights & understanding. He has a deep & fervent appreciation of America, of Canada & of his roots in Finland. He was far beyond this dazzling handsome man you see walking in. I've met many celebrities & world leaders, but nobody has the energy & aura of Peter Nygård. A man who also cares deeply about freedom, & country & family... & about making a difference.

I was so fascinated to see just what heart & what depth of character he had. I was immediately drawn to that.

QUESTION: *You said he is someone who has heart. How has he demonstrated that to you?*

RITA: Peter has always been someone who has cared about charities, causes & people that he's deeply passionate about. When my own mother passed, he & I spoke. & you could tell he was very visibly choked up talking about the passing of my mother. I also remember when his mother passed. I had gotten to know his beautiful & inspiring mom quite well.

Here is a man who has the wealth to be able to buy a small country; & yet, he enjoys the smallest of pleasures. When I think of Peter, I think about some of the happiest times with Peter being with his mother. There were a number of times that we would play UNO, which was his favorite card game with his mom. We would play at his mother's house or his home in the Bahamas playing into the wee hours of the morning with his mother. & the games were always fun & competitive. He understood what really matters in life. At the end of the day, it's family, friends, giving back, caring about the country, caring about others & not just being a man of unbelievable wealth, but a man with an even bigger heart.

I remember talking to him soon after the 9/11 terrorist attacks. It was a very emotional phone call. He wanted to know where I was & if I was okay. & then, I just remember hearing unbelievable sadness in his voice about what happened to New York, Washington & Pennsylvania. He wanted to hear my thoughts about it because I was covering it for Fox News. We were talking about firefighters & police officers who lost their lives going in to save others. Like I said, the man I've come to know & respect has always been someone who listens intently & cares ever deeply for his fellow man.

QUESTION: *What have you observed about him that makes him such a success in your mind?*

RITA: I think first & foremost Peter's one of the most astounding visionaries & dreamers that I've ever met, & someone who is not afraid to take a risk. Even now, looking back, I think it's also been his zest for life that's made him such a great success. He's been a trendsetter on so many levels far beyond fashion. He went online & created online merchandis-

ing & did so at a time, nobody else was doing it. He is always ahead of the game.

He has always been a groundbreaker, a maverick, a risk taker, & someone who also has the foresight to be able to see where the world is headed. Case in point? Stem cells. Peter was talking about stem cells, before most anyone. As a newperson, we used to always get people pitching us on the most cutting edge items & most cutting edge stories. But I remember hearing about stem cells from Peter, before I heard about them from almost anybody else. & I've talked to top medical doctors. But I heard about them first from "Dr. Nygård."

He has this unbelievable insight to see ahead & an ambition to be the man to set the trend, to set the goal & to reach it; & someone, who is not just talk, but has done it. He's been someone who has been fearless from a business perspective, fearless for friends & people he loves, & fearless about life. I think about a man who has truly lived such an unbelievably full & impactful life on so many levels, & the best is yet to come. I can't wait to see what's next. I don't know how he tops it, but if anybody can top it, it's Peter Nygård.

QUESTION: *How would you say he's different or similar to leaders whom you've interviewed, a difference or similarity to which you might attribute his success?*

RITA: I think with Peter, he leads with more heart & passion. I don't know where he finds the hours in a day to do everything he's done. He has such a love for what he does.

He's someone who knows how to work hard & play hard. There are a lot of people who have had success, but I don't think they've had as much fun & joy along the way as Peter Nygård has... I think that's what makes him truly special.

There are some executives who reach a point & then they plateau. With Peter, he may have climbed a mountain, but he's always ready for the next highest one. He's always looking to challenge himself & challenge others.

He has such a deep passion & deep joy for life & for what he does. It makes you want to be around him; you want to learn from this amazing mind & soak up this great energy.

I think there is just something infectious & something so full of life & so exciting about Peter Nygård & what he has created.

QUESTION: *What is it that you love about his clothes, his fashion?*

RITA: He has a terrific & versatile fashion sense. As a journalist who is often traveling, I have to get clothes that are beautiful but easy to wear. For someone who is suddenly hopping on a plane for an interview & for work, they're easy to pack & they're always beautiful. They're elegant & also affordable too.

What I think is so meaningful is that Peter enjoys making everybody feel great. He has as much joy seeing celebrities wear his clothes as he does seeing a college student wearing his clothes because he loves making all of us feel beautiful & feel good about how we look.

"I have interviewed thousands of people in my life; & yet, I always treasure my conversations with Peter, getting his insights & understanding."

RITA COSBY

QUESTION: *What are some of the fun things or an interesting story of your experiences with Peter Nygård that you can share?*

RITA: Well, he convinced me to be in the opening act for the Junkanoo Parade in The Bahamas. & it's something I thought I'd never do. I remember him saying, "No one is going to recognize you Rita because you'll be wearing a big head piece & costumes." & sure enough, as we are walking down the mainstreet, people are like "Rita Cosby's here!"

We even had practices & rehearsals. Whatever he did, he wanted to make sure he did well. He did it 110%. He had people com-

ing over to teach us how to do these dance moves. We wore these Bahamian costumes with these large headpieces & we had a band, & he even convinced me to dance at the front of the massive parade. It ended up being an exhilarating & hysterical night. At Junkanoo, you literally dance through the night basically. So, in the morning I said, "Peter, only you could get me to wear this crazy outfit. You owe me one." But that's been a memory of a lifetime for me, & it was day & night of Nygård I shall never forget!

RITA: I remember also being out in The Bahamas with Peter not long after I first met him. There was a bunch of big guys who came over to his home. I don't think they understood or knew Peter very well. These young guys, kind of buffed up, muscular guys, they were showing off on how much they could bench press. I remember Peter saying oh, "I could do that too." I think it's the first time I had ever seen Peter in action. They were making bets thinking it was a big joke.

They started bench pressing & laughing. One of the guys was a really big guy. He was very muscular. As soon as he was finished, Peter got down on the bench. I was thinking, 'oh my gosh, I don't care what amazing shape you are in, this is going to be hard'. Peter started bench pressing. Peter not only matched him. Peter surpassed him & acted like it was no big deal! When it was over, those young guys were almost crying in the corner because Peter beat them.

Peter told me afterwards, "That was tough, but I was not going to let them beat me; there's no way." They never saw him sweat.

That epitomises Peter. Like I said, he's fearless. He loves challenges whatever area of life they are in. So, the message is, always bet on Peter Nygård.

If you told me that we're going to be celebrating Peter's one-hundredth birthday one day, I would not be surprised, & he'll probably still be beating the buffed-up guy lifting weights.

I think the world of him. He's one of the most special, fascinating & incredible people in my life, & I'm just blessed to call him friend.

ABOUT PETER



Rita Tainola

I met Peter Nygård in the early eighties. When I spoke with him, I could feel his love for Finland. We slowly developed a strong friendship. Peter Nygård has experienced 50 years of success because he is a man with a vision — he is a forward thinker. He is devoted to his business & gives himself to it 100%.

Peter has helped the Finnish War veterans a lot for which he has received a very high recognition. Many Finnish Ministers in the government have praised him. Peter Nygård focuses on the war veterans as without them, Finland would not be independent, & he feels he would not have had the successes he has had in his life.

Peter Nygård is unique. I respect & honour him a lot. I am privileged to call him my friend.

RITA TAINOLA
Rita Tainola is an award-winning reporter from Finland, who met, interviewed, & became friends with Peter Nygård



**David Soul & Former
Winnipeg Mayor Bill Norrie**

From the early days in an L.A. club on La Cienega Blvd., Peter & I kidded each other about being “brothers” -- maybe because we’re both Scandinavian, maybe because we used to be real blondes, certainly because we developed a mutual respect. I am proud just to know Peter, but no more so than when he invited me to celebrate the opening of his new plant in Winnipeg 40 years ago, though sadly I cannot be with him to celebrate 50 years of his continued success, growth & his enormous contributions to society.

I have never forgotten Peter’s kindness to me those many years ago or the open arms of his lovely family & the people of Winnipeg who, along with Peter’s dream, embraced me so warmly when he invited me to help him open his new plant.

From the very beginning, Peter’s enthusiasm & devotion to “the family Nygård” was infectious. As I look back now over 50 years, I am reminded of the commitment he made then to build an open & accessible business that served the simple needs -- the dignity & the fantasies of the working woman who wanted a “bit of affordable style” in their lives, while at the same time bringing “haute couture” to some of the most beautiful & visible women of our time, like Liza Minnelli, First Lady Barbara Bush, Cybill Shepherd, Susan Anton, Beverly Johnson, Bo Derek. Peter’s sensibilities were right. Women deserve to look & feel good about themselves, & Peter has always understood & respected that even as he has respected those who work with him.

The other thing I’d like to mention is that what remains with me about Peter after all these years is his loyalty. From the very beginning, his commitment always included family, friends & colleagues. He was never selfish about allowing others to share in his dream, including myself. He’s a rare “cookie” & someone I am proud to call my “brother”. Congratulations Peter, to you & the whole Nygård clan.

DAVID SOUL
Actor



Danny & Peter

I am very grateful for the day I met Peter Nygård. It has been 27 years of amazingly fun times. I met him at his club in L.A. — Tattoo. Peter has so much charisma & he surrounds himself with cool, smart people & beautiful women; & he knows how to throw a party. Even though Peter would be up until four in the morning, I’ve seen him get up at 7am to work. I’ve watched Peter go from being heavier to being in spectacular shape at seventy-five. No matter where we are when we are traveling, he’s always up early hammering out deals. He has such an incredible work ethic & drive to succeed. It’s unbelievable. As a Developer, I am always impressed by his designs & the creativity of his buildings. I’ve learned a lot from him.

DANNY FITZGERALD
Land Developer



Peter & John

Peter & I have been friends since the seventies. We’ve had a lot of fun times together. We’re both competitive too. I like to beat him at poker & he likes to beat me at poker.

Peter’s success these fifty years is due to his hard work. I have to give Peter credit for working hard & building his business from nothing. He has achieved great success.

JOHN ROCKWELL
Entrepreneur



Steve & Peter

Peter & I became friends back in the eighties. We’ve had some great experiences together playing in beach volleyball tournaments, horseback riding on the beach & great dinner parties at Nygård Cay in The Bahamas. Peter marches to his own drumbeat & that’s been one of the secrets to his magic. He’s been so great with his intuition on what works; where he should go; & what he should do. Even though it may not have been logical, it was his way of doing it & it worked! He has this incredible persistence & drive — an extraordinary quality in him.

STEVE POWERS
Entrepreneur



Tanya & Peter

Peter, I just wanted to wish you a happy 50th Anniversary. We have come a long way. We’ve been friends a long time, & I have watched you grow & get so crazy big, & of course, NYGÅRD SLIMS have become a big part of my life. I have them on right now! My friend, stay at it. You’re my hero! I love you.

TANYA TUCKER
Country Singer

DEAR PETER

Mr. Nygård, On behalf of all Manitobans, please accept my warmest congratulations on NYGÅRD International's 50th anniversary of business operations. The longstanding success of NYGÅRD International in the highly-competitive fashion industry is a source of tremendous pride for our province & a testament to your skills, your determination & the consistent quality of your products.

Your success reminds us all, young Manitobans in particular, that hard work & commitment toward accomplishing any goal really does pay off; that our dreams can come true if we are willing to devote the time & the effort, & they can come true right here in Manitoba.

Congratulations once again on achieving such a tremendous milestone. I join your fellow Manitobans in wishing you & your staff continued success in the future.

BRIAN PALLISTER

Premier of Manitoba

Nygård is an organisation that is impacting our lives & shaping our future - An organisation that truly is the Heartbeat of America.

WILLIAM SHATNER

Actor

It's great to have a living Canadian legend honoured Yo do all of us proud, Congratulations!

GEORGE HELLER

Former President & CEO Hudson Bay Company

Congratulations to my dear friend Peter Nygård for marvelous years in the fashion industry & for all of the joy it has brought to us who love your clothing line & for those of us who LOVE YOU!!! Keep up the great work!

KATHLEEN BRADLEY

Actress & Model

Congratulations! To have accomplished what you have in all your endeavours, matched by your generous charitable life, makes you one of the most inspirational people i have ever met. Once again, on behalf of our special kids & all the staff & friends at variety, Congratulations.

ED OLIVER

Variety Club

Peter, I am honoured to be taking part, to congratulate you on 50 years in the fashion industry. & of course, I also want to congratulate you on the hugely important leadership role that you have been playing these past several years in the anti-aging industry, both in terms of cutting edge science & also in terms of encouraging & motivating forward looking changes to legislative structures around the world. I know you will want to continue to do this as long as you live, & I very much hope that is for a very long time.

AUBREY DE GREY, Ph.D.

Chief Science Officer SENS Research Foundation

We are very pleased & proud that Peter chose the Bahamas as his permanent place of residence & we are grateful for his continued contribution to the Bahamian people.

PERRY CHRISTIE

Former Prime Minister of The Bahamas

Congratulations Peter on an amazing career. Best wishes for the future

MICHAEL SCOTT

Entrepreneur

Congratulations Peter on your company's 50th anniversary! I wish you many more successful years!

SUSAN ANTON

Actress

Dear Peter,

You are my dearest & best friend in the whole wide world. We met through fashion almost 50 years ago. I had been in the business over 20 years & saw immediately what you can become.

You did that, & so much more.

How happy & natural our relationship has always been. Healthy set of lifestyle, exercise, humour & laughter unites us. Your mother Hilikka was loved by everyone. Your father Eeli was a war hero & a veteran.

You held the Finnish flag high & truly honoured the Finnish "Sisu" on everything you did & still do. You made donations to Kauniala's war trauma hospital. Being a veteran, Lotta & Evakko I am very patriotic too. I also admire how you honoured, treated, & cared for your parents until the very end. We had been created to be friends & that will last forever. That is something to be grateful for. Congratulations Peter for your 50th anniversary in business!

AIRA SAMULIN

Lifelong Finnish Friend

I am honoured to be congratulating you on 50 years in the fashion industry. & of course I'd also like to congratulate you on the hugely important leadership role that you have been playing these past several years in the anti-aging industry both in terms of cutting edge science & also in terms of encouraging & motivating forward looking changes & legislative structures around the world. I know you will want to continue to do this as long as long as you live & I very much hope that will be a very long time

DR AUBREY DEGNEY

Biomedical Gerontologist & Author

Peter Nygård has been one of the most interesting people I have ever met. He's come from humble beginnings & made an important impact on the retail business. He is very, very creative. He has really made a difference in many people's lives with his creative talents, & he's created a lot of jobs.

Congratulations Peter!

JIM PATTISON

CEO & Chairman Jim Pattison Group, Canadian Business Magnate, Investor & Philanthropist

Hi Peter & Congratulations! I can remember my first interview with you at CKY. Open shirt... dangling gold chains....the Excaliber in the parking lot. Tan Jay was the hot fashion trend then, but who would have guessed that one day you would be King of the Garment Industry in Canada! i can also remember your office on Adelaide....that little brown desk....no-it was actually a table. To the left side of the table were office windows where you could see the workers busily sewing their Tan Jay coordinates.

I enjoyed interviewing you every step of the way, & I clearly remember one interview in the Notre Dame board room, back around 1980, when I asked you what your dream was for Nygård Fashions. your answer? To be in Saks Fifth Avenue, New York! I knew that day would come, because you do what you say you are going to do! & when Saks Fifth Avenue recognised that they should be selling Nygård Fashions in their stores, I had the pleasure of interviewing the buying team from Saks, as well as your corporate team!

What are you planning for the next 50 years?

MARJORIE STEVENS

TV Personality

We are honoured to have Peter Nygård as one of our Alumni. Peter, you represent what we are really proud of. We are really proud of being one of the top 25 Most Innovative Universities in the country, according to U.S. Today. That comes from innovative graduates like you. Our students like you are known to be hard workers, to persevere, to go on & do great things. Thank you for being such a great representation of what it means to be a UND graduate leader in action!

MIKE KENNEDY

President of University of North Dakota

My highest respect goes to Peter Nygård for his success in building a billion dollar company from the ground up. It was a struggle that required strength, perseverance & determination. I consider Mr. Nygård a role model & an inspiration to all self made business owners.

JASON CRANFORD

Philanthropist

Peter

I enjoyed the Sinclair editorial very much; more than that, I appreciate your generous words of support for our country.

Gratefully from your friend.

President GEORGE BUSH

First, I wanted to congratulate you on the 50th Anniversary. Second, I want to make clear that all of us in the scientific community, who have been trying to advance an understanding & the development of treatments for incurable diseases, are greatly appreciative of your support, your endorsement & your enthusiastic embracing of the cutting edge of technology that in time will have a great impact on the treatment of diseases that currently have high unmet medical need. So it's with these kinds words that I extend my thanks on behalf of myself & many in my group that have gotten to know you & the great work that you have done. Thank you, congratulations & take care!

HOWARD FEDEROFF, M.D., Ph.D

Former CEO University of Ca

Peter Nygård has brought something to SAKS that is very unique - a product that is beautifully made with great fashions & creative genius. If I could say about Peter & what he brings to the product is... His persona & a charm & an identity with our customer that has been magic for us.

PHILIP MILLER

Chairman / CEO Saks Fifth Avenue

We've had alumni blast into space, win the Stanley Cup & be awarded the Pulitzer Prize, but your rise from childhood poverty to the top of the fashion world may just be the most inspiring alumni story we have to tell. Congratulations on your 50 years in Fashion!

DEANNA CARLSON ZINK

CEO of University of North Dakota Alumni

"I have known Peter for over twenty years & we share the same passion to support many charities close to our hearts, I am particularly impressed with Peter's leadership in fighting terrorism & his Nygård Campaign "We Stand UNITED".

BO DEREK

Peter!

Congratulations on your much deserved Tribute & Award!

Thanks so very, very much for all of your dedicated work on so many levels. We are extremely happy to know you as we do, & always try to share with others the extraordinary depth of your grace & personal generosity to others!

Continued Success & Many Blessings! Always

RITA COSBY

News Anchor & Author

TOMACZEK BEDNAREK

Peter, what an inspiration you are to the students at your alma mater. As you have risen to the top in the fashion industry, your story is evidence of what hard work & a UND degree can accomplish. Congratulations & best wishes!

KIM WOODS

Sr. Director of Development at the College of Business & Public Administration at UND

Congratulations! You have worked so hard & built an incredible empire. Well done!

Best always,

SUSAN A. THOMPSON

Former Mayor of WPG

Success is a result of hard work, vision & leadership. clearly Mr. Nygård is unparalleled & continues to 'raise the bar' in business & humanitarian acumen. It is an honour & privilege to be associated with Mr. Nygård & his team at Nygård International. Congratulations on the journey thus far & best wishes for continued health, success & prosperity!

AL DEWAR

Geo. H. Young & Co. Customs Brokers & Trade Consultants

As a young man, I was a so-called "freedom fighter." I was fighting the Russian Army in Hungary. After we lost, it was time to run away. My wife, Klara & I, moved to America. After picking up a law degree in Harvard Law School, we settled down in Los Angeles, California.

In the meantime, I had the good luck of meeting Peter. We became good friends. We played tennis together, sometimes almost every weekend. We listened to music by Sibelius. We worked together on legal, tax, charity & business matters, all very successfully. After a while, I felt like being a member of the Nygård family – a wonderful feeling!

Now, I know that everything I have, good health, significant wealth & happy life, I owe to one person – Peter Nygård!

Thank you, Peter, for everything that you have done for me.

Cordially,

Your friend, ZOLTAN MIHALY

Peter congratulations on this special occasion your 50th anniversary in the magical world of fashion. As a visionary & as a wizard with marvellous creative ability you are clearly acknowledged as a preeminent leader in the fashion industry Thank you for your marvelous talent which you have given to the world in womens fashion. I'm proud of you Peter & of your success. Best wishes on this 50th anniversary

PEARL MCGONIGAL

Former Lieutenant Governor of MB

Congratulations, Peter Nygård!

You are definitely one of the most successful Finnish immigrants. Inspired by your patriotism, you have contributed & supported many causes in Finland, as well as, Canada & now in the US for the War on terrorism through your "Nygård Campaign We Stand UNITED".

Your Leadership & Vision have been instrumental in your success.

ERKKI HUITTINEN

Former Consul Attorney General of Finland

I would like to offer you congratulations on your role in maintaining a tradition of business success. The prosperity that we enjoy as a nation has its roots in a proud entrepreneurial heritage. Our standard of living is the collective outcome of the work of dedicated individuals who have inspired by an idea & have invested their energy, their spirit & their labour keeping it alive & vital.

Only those who have faced the choices & taken the risks inherent in making a business grow can fully appreciate the sense of fulfillment that comes with success. It is precisely these invigorating & cherished memories that will be savoured as you celebrate 35 years of growth.

My congratulations, again, for attaining this milestone. & I wish you continued success in the years to come.

JEAN CHRETIEN

Former Prime Minister of Canada

Dear Peter!

Congratulations on this significant milestone. You have clearly extended your point of view & fashion sensibility across a broad spectrum of activity. Your accomplishments are truly noteworthy.

PAUL R. CHARRON

Former Chairman of the Board / CEO Liz Claiborne

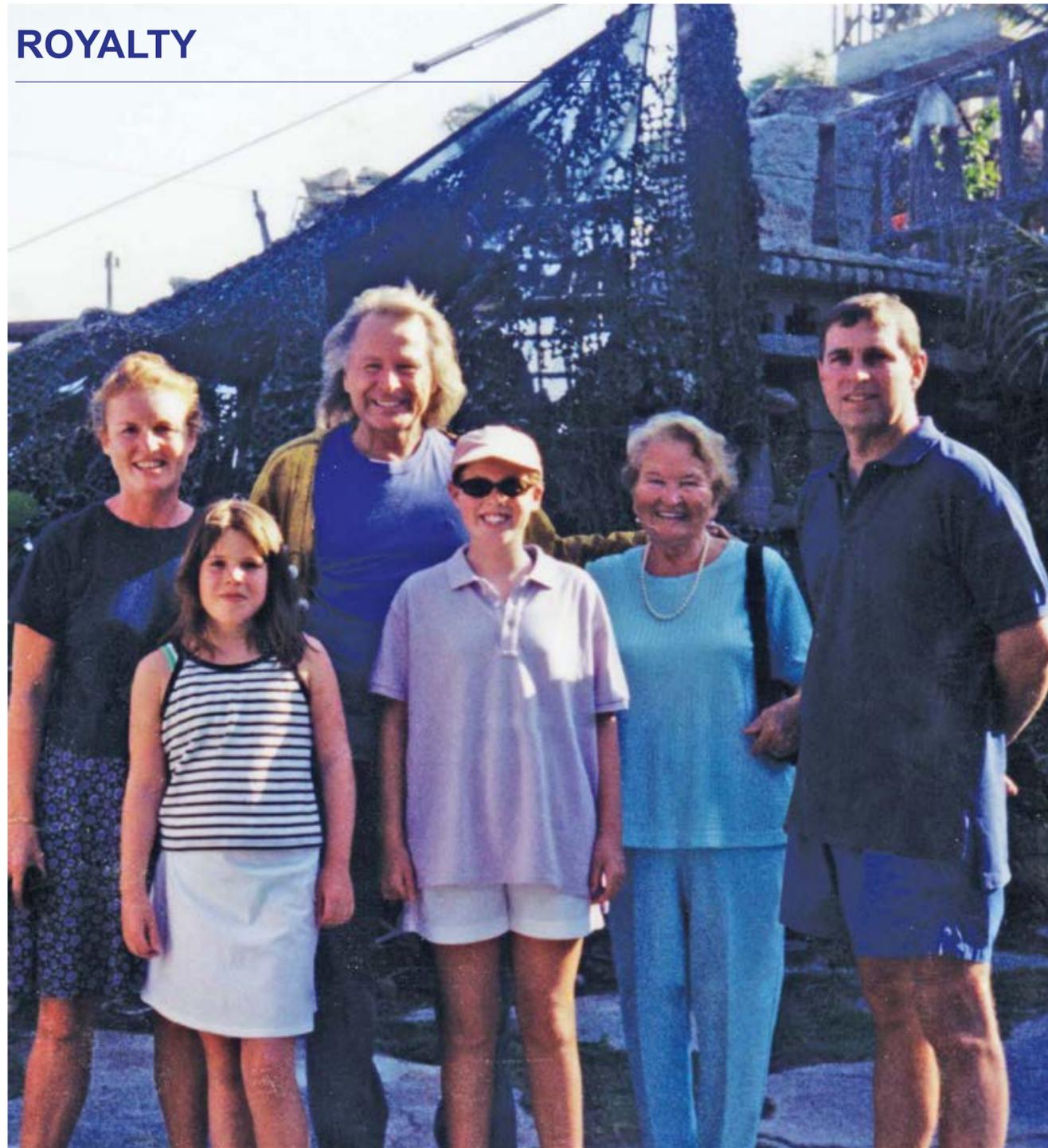
Hi Peter we wanted to let you know we are so proud of you & want to congratulate you for a fabulous 50 years. You're the best & we wish you many more years of success

NICK & DAWN MORF

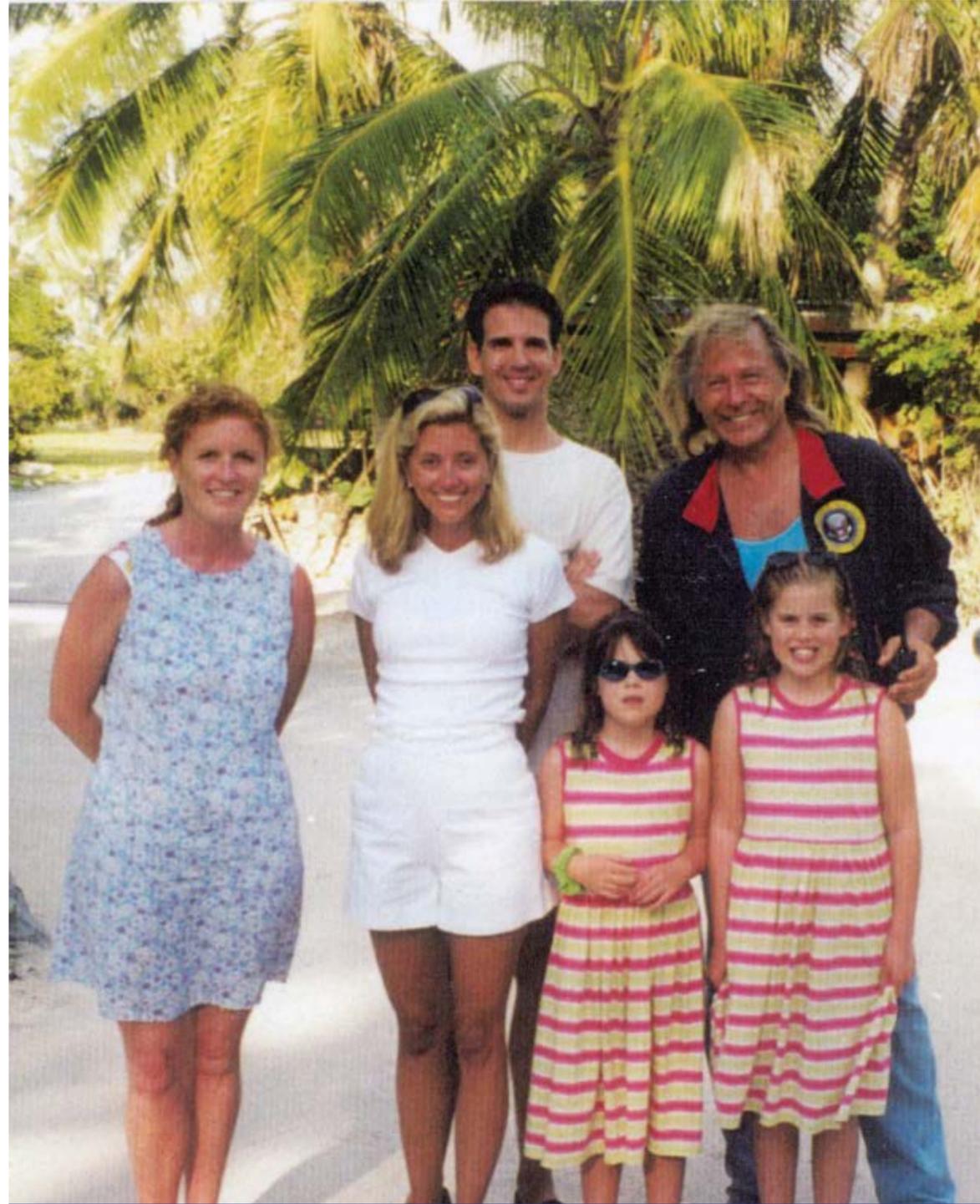
Entrepreneur



ROYALTY



Nygård & Hilkka host His Royal Highness Prince Andrew, Sarah Ferguson and Her Royal Highnesses Princess Beatrice & Eugenie



Nygård hosts Crown Princess Marie Chantal of Greece, Sarah Ferguson & Her Royal Highnesses



Nygård meeting Her Royal Highness Princess Anne with former LT GOV Pearl McGonigal



Prince Albert of Monaco



Her Royal Highness Princess Michael of Kent, British Royal Family

PETER & CELEBRITIES

Over the years, Peter Nygård has hosted & attended many star-studded events. Peter's affable personality made him a favorite among celebrities. He developed long-lasting friendships with a number of them.



Pamela Anderson



Robert De Niro



Sir Richard Branson



Tanya Tucker



Bo Derek



Sean Connery



Susan Anton



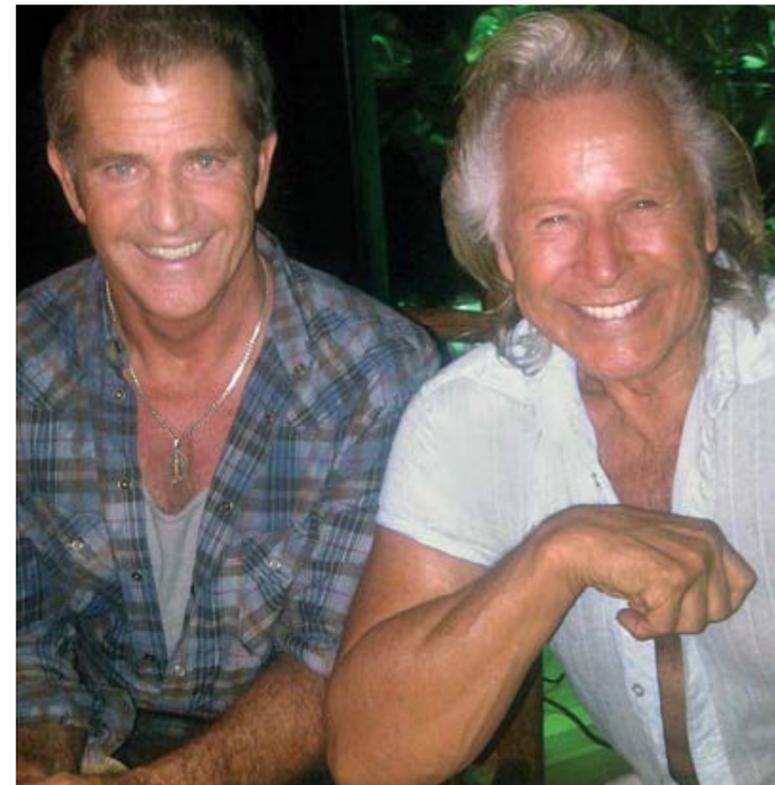
Suzanne Somers



Beverly Johnson



Zsa Zsa Gabor



Mel Gibson



Anna Nicole Smith



Sir Sidney Poitier



Michael Jackson at Nygård Cay



Serena Williams



Peter, Actor David Soul, Liisa, Winnipeg Summer 1980



Peter Nygård & Joan Collins in England attending Royal Ascot



David Foster & Lee Iococca



Dudley Moore



Sylvester Stallone



Milton Berle



Lenny Kravitz



Iman



Richard Moll



Pat Boone



Garth Brooks



Tony Curtis & Jill Vandenberg



Robin Leach



Peter Fonda



Tony Robins



Cathy Lee Crosby & Gloria Allred



Martin Landau & Cybill Shepherd



Miss Universe 1975 Anne Marie Pohtamo



Criss Angel



Vivica Fox



Chad Kroeger - Nickelback



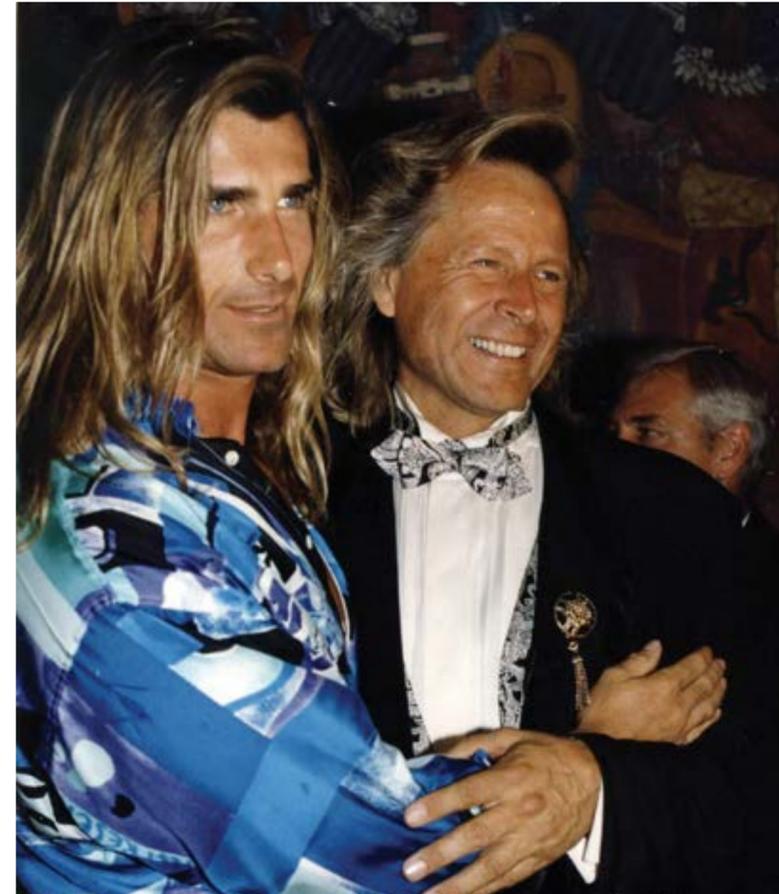
Dick Van Patten



Sid Ceasar



Freda Payne



Fabio



Jane Seymour



Lionel Richie & Diane Richie



David Hasselhoff & Pamela Bach