

Aligning Fashion



The Situation

Most of the business leaders with whom we were engaged during the economic downturn lamented the fact that the recession had stifled their growth plans and they were anxiously awaiting their markets to rebound. Not so in the case of Juicy Couture, the contemporary fashion brand that designs clothing and accessories for young women. The recession actually created the impetus for change, according to their President. He said, “It provided the shock to the system that the company needed and created the opportunity to generate the type of change that may not have been possible otherwise.”

What quickly became apparent was that their focus on quarterly results wasn't sustainable and that Juicy Couture was “stuffing the channels with product versus tending to the brand,” according to the President. The new strategy was based on “moving from a wholesale and distribution focus to a retail and digital channel focus.” Although there was positive entrepreneurial spirit associated with running the business, it lacked the structures, systems, processes and people required to create an engine for growth.

What We Did

Working with the President, we set up a series of meetings designed to align his leaders around the highest priority objectives. Soon, Juicy Couture's leaders agreed that, in order to realize their business strategy, there were five key initiatives that needed their collective focus. By helping everybody agree on what was required to rebuild the brand, it became easier to prioritize initiatives, allocate resources and get people focused on doing the right things.

Next, we helped the President get clear about required adjustments to the organization structure, underlying core processes and the competencies needed in key roles. Changing the strategy required a complete overhaul in how the company did business all the way from inspiration to decision-making. The salespeople would no longer decide what types of products to sell. Moving forward, the merchants would make those decisions and this was a major change.

Throughout our engagement with Juicy Couture, we worked with the President as his coach to help him gain clarity about various courses of action and worked with the leadership team to develop functional roadmaps for each initiative. As the top team developed, we helped them adopt new practices to communicate expectations throughout the business and track their progress in implementing their new strategic initiatives and shifting their culture.

You can read more about this case in *Shockproof: How to Hardwire Your Business for Lasting Success*.



Impact

Despite an incredibly challenging economic climate, Juicy Couture stayed on course with its plans to revitalize and expand its retail presence. Store managers were given the green light to influence design and product decisions, sales leader roles were redesigned to fit with the new strategy and leaders with strong retail expertise were hired throughout the business. The business performed well as a luxury brand throughout the recession and was particularly well positioned for growth.

About Chelsea C-Suite Solutions

We are a premier organizational development firm focused on helping members of the C-Suite and leadership teams build strong and admired organizations.

We help our clients articulate clear strategies and align their organizations, people and cultures to drive extraordinary results.

We provide coaching, consulting and learning opportunities that solve complex problems that are often reflected elsewhere in the organization, but are ultimately anchored in the C-Suite.

Our team brings deep expertise as consultants, psychologists, coaches, and former executives to ensure that every leadership team we work with is aligned on strategic imperatives and working at its highest potential.

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