CLIENT AT HEART

HOW TO ORGANIZE YOUR BUSINESS UNIT AND DESIGN YOUR ORGANIZATION TO ENSURE AN ULTIMATE EXPERIENCE FOR YOUR CLIENT?

HEAD
OF BOUTIQUE

OPERATIONS & FLOOR MANAGEMENT

DEPUTY HEAD
OF BOUTIQUE

BACK OF HOUSE

- CASHIERS
- STOCK ORGANIZATION
- AFTERSALES
- MAINTENANCE
- SECURITY

FRONT OF HOUSE

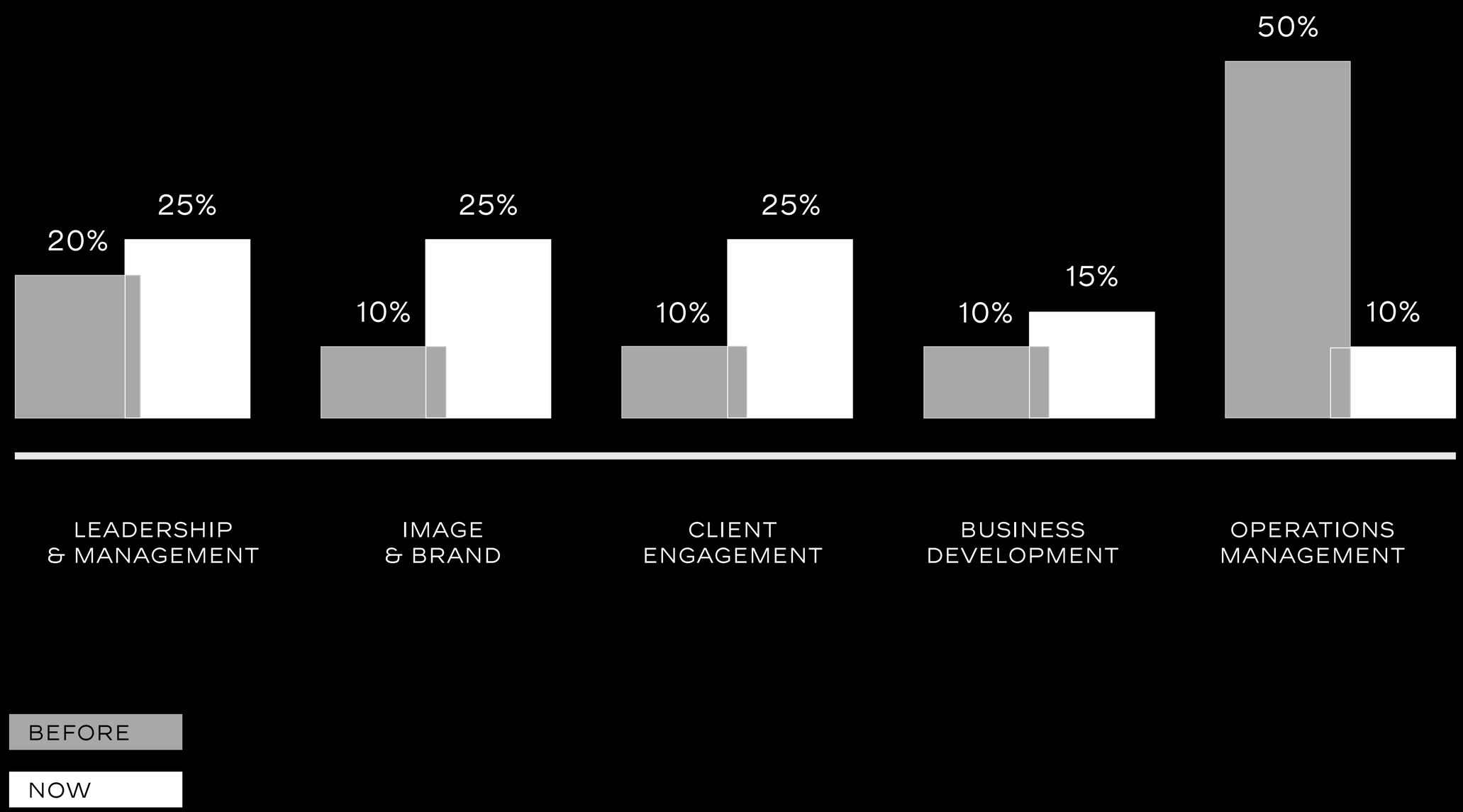
- SUPERVISORS SENIOR FA
- FA'S
- N-1 BY PRODUCT LINES OR MULTI-CATEGORY
- VISUAL MERCHANDISER

CLIENT SERVICES

- GREETERS
- TEA LADIES
- SHIPMENTS
- CALL OPERATORS
- TAILORS
- GROOMING

ELEVATED ROLE OF THE HEAD OF BOUTIQUE

A SHIFT IN KEY RESPONSIBILITIES



KEY COMPETENCIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

LEADERSHIP

- → Successful track record as a business leader, collaborative nature, ability to navigate in matrix environment
- → Leads and manages the business through people: passionate and inspirational
- → Serves as catalyst for the team
- → Highly skilled at empowering and delegating while simultaneously staying informed of group and individual progress toward expected outcomes
- → Savvy enough to surround him/herself with a team that complements each other's strengths and weaknesses, resourceful and curious inspirational to the team and client

KEY COMPETENCIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

IMAGE BRAND

- Represents the brand at highest level of sophistication and taste, has an eye for detail and high taste level
- Correctly understands Chanel's Global Vision and Mission, and is able to explain it to the staff
- Grasps and understands Chanel's tradition and legacy behind the fashion products
- Understands and respects the creative process
- Communicates in a compelling and articulate manner to BTQ team, corporate partners & clients

KEY COMPETENCIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

CLIENT EXPERIENCE

- → Strong customer service & engagement mindset
- → Solid client connections
- → Socially recognized & connected
- → Knowledge of industry, business and market trends in terms of client service

KEY COMPETENCIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

BUSINESS DEVELOPMENT

- → Weighs impact on business when making decisions
- → Has a vision, thinks «big picture» and can create strategies to support long term goals
- → Planning skills
- → Innovative & risk taker

REINFORCED MANAGEMENT ROLES IN FRONT OF HOUSE

Key responsibilities
and key capabilities and behaviors
for the N-1 in order to ensure
a strong management on the floor

Two organization models focused on the N-1

A pivotal role between
the management team and the FA's:
The example of the floor in charge

KEY RESPONSIBILITIES

LEADERSHIP & MANAGEMENT
MANAGE AND INSPIRE THE BOUTIQUE TEAM

- → Assist the Head of Boutique to formulate performance management objectives and spend time on the boutique floor observing, interacting and coaching boutique team members
- → Act differently as mentor, coach or counsellor depending on the circumstances. Set up effective communication channels within the boutique team to foster open communication

KEY RESPONSIBILITIES

IMAGE & BRAND
UPHOLD THE IMAGE OF THE BRAND

- → Correctly understand Chanel's Global Vision and Mission, and is able to explain it to the staff
- → Grasp and understands Chanel's tradition and legacy behind the fashion products
- → Ensure that the boutique environment is always in optimum condition
- → Communicate the importance of image to the boutique team, and set a good example in "walking the talk"

KEY RESPONSIBILITIES

CLIENT EXPERIENCE
BUILD A CLIENT-CENTRIC BOUTIQUE TEAM

- → Support the Head of Boutique in developing and executing a client-centric culture among the boutique team that emphasizes on client engagement and on building long lasting relationships with them
- → Assist the Head of Boutique in inculcating a positive mindset towards returns and exchanges
- → Understand in general the customer's needs and expectations, and drive the boutique team members to fulfill these needs and expectations

KEY RESPONSIBILITIES

OPERATIONS MANAGEMENT
EFFECTIVELY MANAGE DAY-TO-DAY OPERATIONS

- → Manage day-to-day operations issues promptly and astutely
- → Ensure the stock team facilitate Front of House activities and with a healthy replenishment
- → Design and review roster to maximize staff strength in accordance to traffic demands and trading patterns
- → Provide the Head of Boutique qualitative information on customer trends/demands, competitor activity and merchandise movement to Fashion Management on a regular basis

KEY CAPABILITIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

LEADERSHIP & MANAGEMENT

- → Problem solving skills/Effective delegation skills/Resourceful and curious/Excellent communication skills
- → Leadership skills including empathy, caring, being a role model, coaching and motivating Strong interpersonal skill/Team spirit/ Collaborative/Understanding and eagerness to join luxury retail

KEY CAPABILITIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

IMAGE & BRAND

- → Presentable Appearance/Keen eye for details/ Strong interest in fashion
- → Strive for excellence/Continuous improvement

KEY CAPABILITIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

CLIENT EXPERIENCE

→ Strong Customer Service Mindset

KEY CAPABILITIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

OPERATIONS MANAGEMENT

- → Planning & Organizing skills
- → Fluent English Language skills/Basic Computer skills
- → Able to gather and communicate business and markets trend
- → Able to understand and synthesize business and market intelligence
- → Develop clear and challenging but achievable goals and maintain commitment to goals even in difficult situations

KEY CAPABILITIES & BEHAVIORS TO FOCUS ON WHILE RECRUITING

LOOKING FOR ALL ROUNDED PROFILES TO REPLACE N, IT IS CRUCIAL TO SEARCH FOR «CAPABILITIES» RATHER THAN «COMPETENCIES» AND TO FOCUS ON LEARNING AGILITY , «ATHLETE MINDSET»:

→ Innovating: Not afraid to challenge the status quo

→ Performing: Remain calm in the face of difficulty

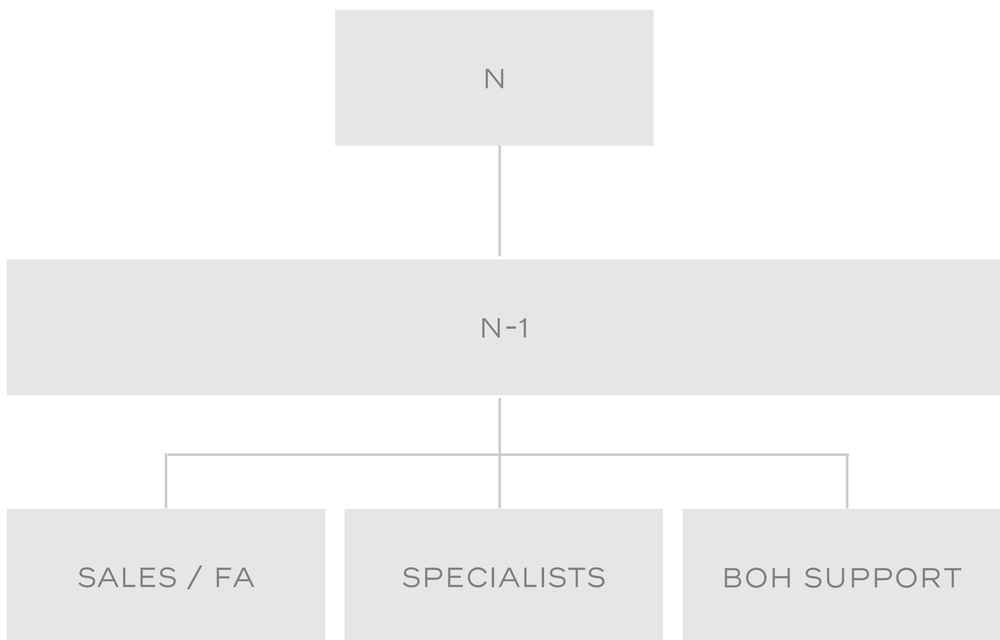
→ Reflecting: Take time to reflect on their experiences

→ Risking: Purposefully put themselves in challenging situation. Open to learning and resist the temptation to become defensive in the face of adversity

TWO ORGANIZATION MODELS GENERALIST & SPECIALIST

GENERALIST
TRANSVERSAL ORGANIZATION

Focus N-1:
Focus on Leadership & Overall Boutique Business Strategy



GENERALIST MISSION WITH TWO SIDES

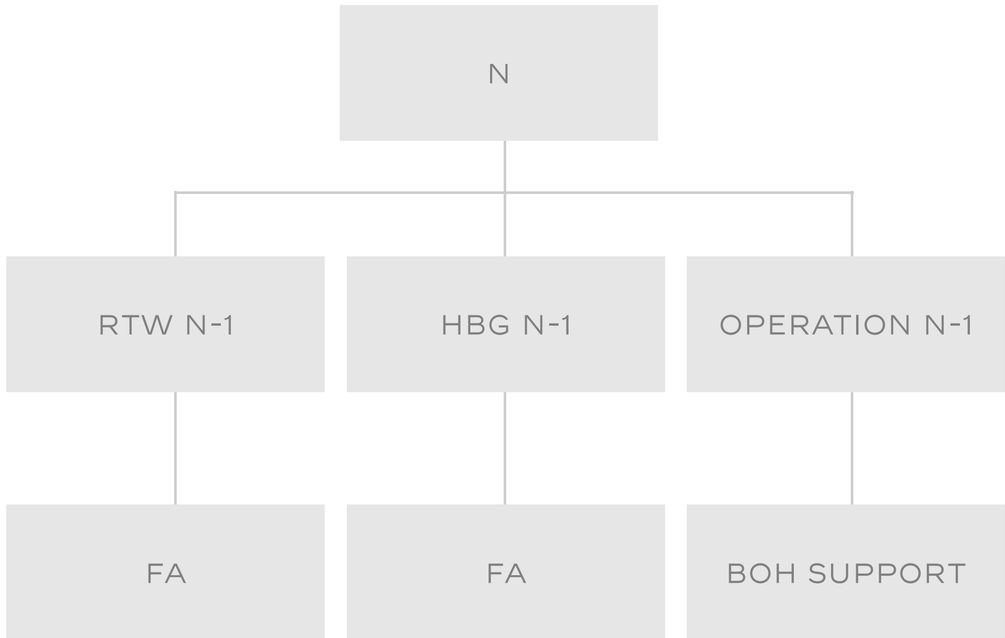
→ Floor Duty Manager mission (to stand for N): in charge of daily business, overall team & floor operations

→ Sub-Group leader mission: in charge of driving performance of a dedicated area and assigned individuals

→ **BENEFIT:**
More Flexibility among N-1
Pipeline for future Ns

SPECIALIST
VERTICAL ORGANIZATION

Focus N-1
Double skills: Management & Product expertise.



SEVERAL SPECIALST MISSION

→ One Manager assigned to one product line
+ One Operations Manager

→ A genuine product expert

→ One team is assigned to one Manager

→ Clear scope of responsibility

→ **BENEFIT:**
More focused scope of responsibility

HOW TO ENSURE THE BEST FLOOR COVERAGE?

A PIVOTAL ROLE BETWEEN THE MANAGEMENT TEAM AND THE FAS: THE EXAMPLE OF THE FLOOR IN CHARGE

- → Support & Supervise Operations
- → Execution according to policy & guidelines
- → Not decision maker (Image, people & client)

2 EXAMPLES

CANTON ROAD

CAMBON

CANTON ROAD

1. FLOOR COORDINATION

Traffic controlling/monitoring
Staff in/out monitoring
Transaction verification
Cash counting (with Cashier)
Exchange/defects within policy
Staff bags checking
Floor count reconciliation

2 . ROLE PLAY AND MOMENT

3 . DAILY/WEEKLY REPORTING

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PART OF SELLING STAFF REPORTS TO N-1& PIPELINE FOR FUTURE NS

CAMBON

1. CONTINUITY IN SALES TEAMS' MANAGEMENT

Incl. implementation and respect of procedures and the Boutiques' Charter

2. WELCOME, SERVICE AND CUSTOMER LOYALTY

Incl. daily operational support to sales teams to ensure and develop an optimum welcome and service, in a permanent environment of excellence

3. COORDINATE THE BUSINESS ACTIVITY

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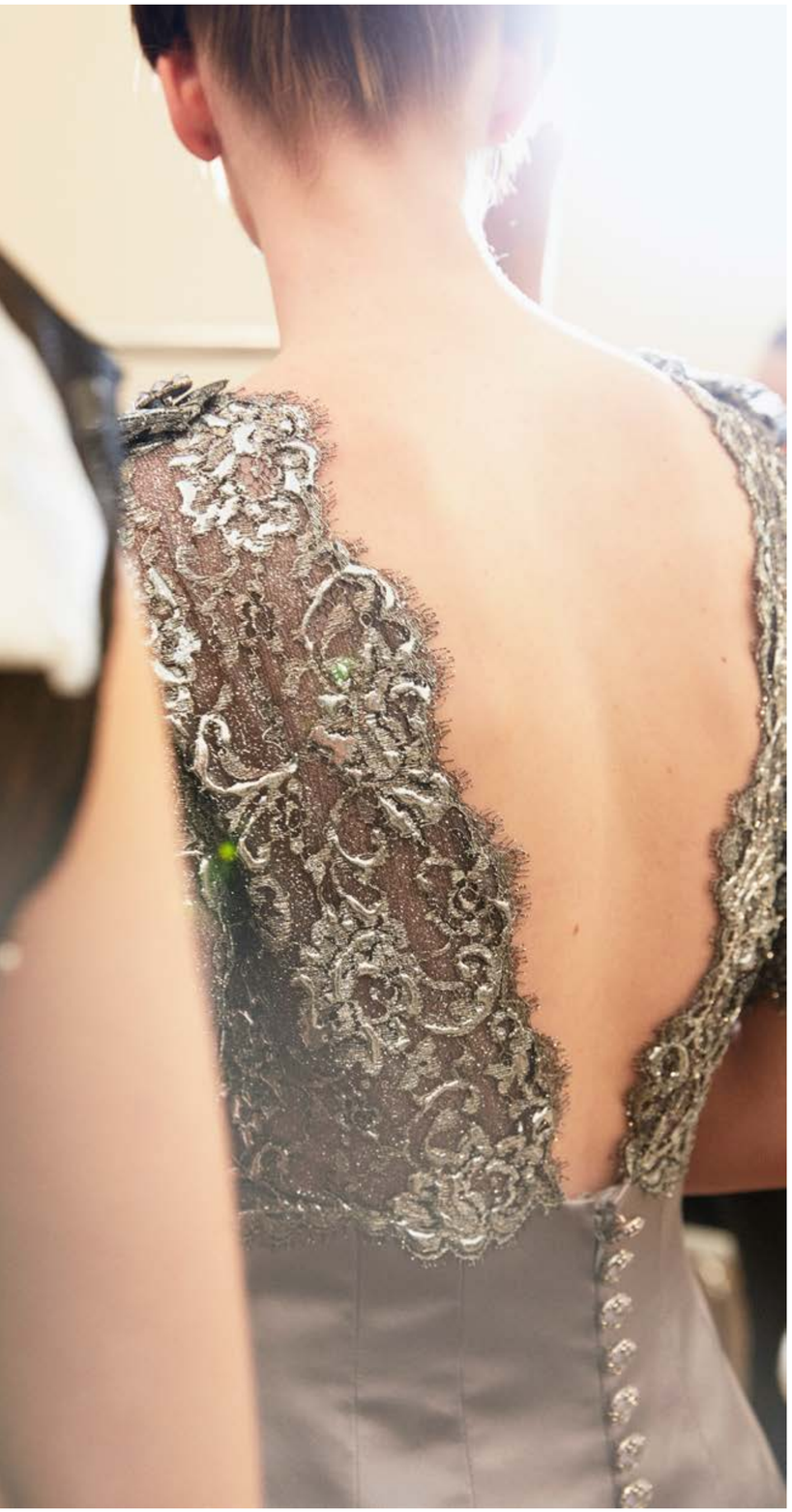
PART OF SELLING STAFF ACTIVE WHEN CATEGORY N-1 NOT PRESENT

REINFORCED MANAGEMENT ROLES IN BACK OF HOUSE

Definition of the back of house:
Scopes overview

Focus on operations management:
Tasks

Focus on operations management:
Two organization models with examples



BACK OF HOUSE OVERVIEW

OPERATIONS

CASH DESK	STOCKS	ACTIVITY FOLLOW UP	PROCEDURES
SHIPMENTS AND CITES	AFTER SALES SERVICES	MAINTENANCE	HR & ADMIN

SUPPORT

HOTESSES	TEA LADIES	CALL OPERATOR	VISUAL MERCHANDISER
SECURITY	WRAPPING	STOCK RUNNER	TAILOR

FOCUS ON OPERATIONS MANAGEMENT: TASKS

IN CHARGE OF PROCESSES & PROCEDURES

CASH DESK

STOCK

AFTER SALES SERVICE

CALL OPERATORS

IN COORDINATION WITH

↓

FINANCE DEPT

RETAIL OPERATION

INTERNAL AUDIT

IT

FOCUS ON OPERATIONS MANAGEMENT: TASKS

PERFORMANCE ANALYSIS

BUSINESS RESULTS

STOCK ANALYSIS

BUFFER STOCK ORDER

IN COORDINATION WITH

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FASHION OPERATIONS/ MERCHANDISING

RETAIL OFFICE

FOCUS ON OPERATIONS MANAGEMENT: TASKS

HR/ADMIN

- ROSTER, LEAVES, ETC.
- BASIC EMPLOYEE
- RELATIONS
- NEW HIRE SET UP
- TRAINING SCHEDULE & ONBOARDING
- BUDGET

IN COORDINATION WITH

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- BOUTIQUE N-1
- HR
- TRAINING OFFICE
- RETAIL OFFICE
- EXTERNAL PARTNERS (EX. SECURITY)

FOCUS ON OPERATIONS MANAGEMENT: TASKS

STORE IMAGE/MAINTENANCE

MAINTENANCE

VISUAL MERCHANDISING

IN COORDINATION WITH

↓

VISUAL MERCHANDISING OFFICE

MAINTENANCE/ RETAIL OPERATIONS

FOCUS ON OPERATIONS MANAGEMENT: TASKS

STOCK ORGANIZATION & OPERATIONS

STOCK KEEPING/ COUNTS

STOCK RECEPETION & MOVEMENT

BOH STOCK LAYOUT/ ORGANIZATION

IN COORDINATION WITH

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RETAIL OFFICE

FASHION OPERATION

DISTRIBUTION/ WAREHOUSE CENTER

FOCUS ON OPERATIONS MANAGEMENT: TASKS

CLIENTS EXPERIENCE

AFTER-SALE SERVICE

MARKETING PROJECTS

EVENTS

IN COORDINATION WITH

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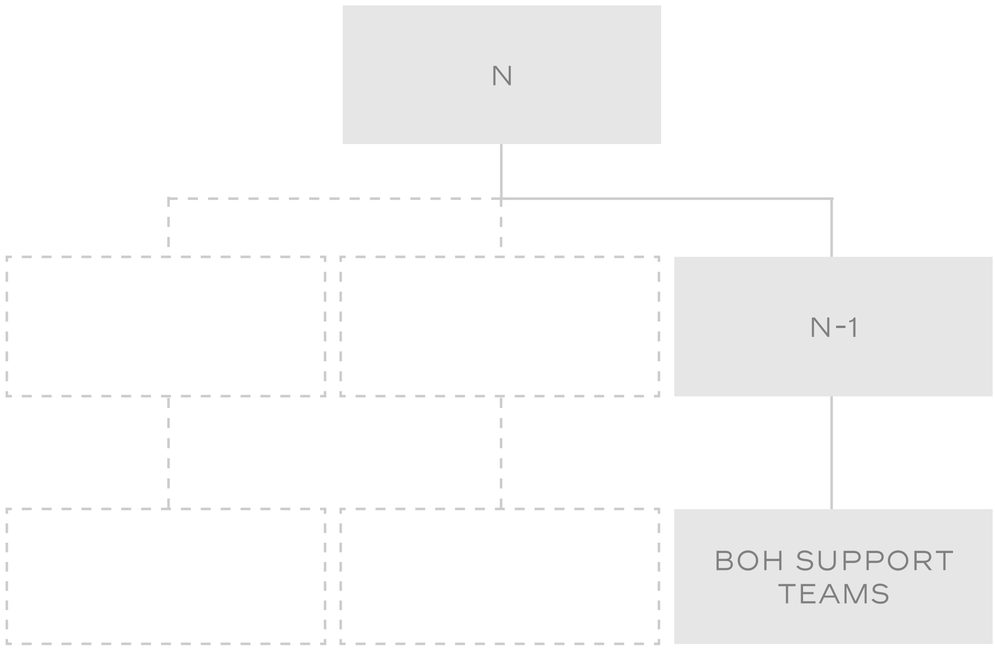
MARKETING OFFICE

AFTER SALES/ REPAIR CENTER

TWO ORGANIZATION MODELS WITH EXAMPLES GENERALIST & SPECIALIST

FOCUS ON OPERATION MANAGEMENT

SPECIALIST & VERTICAL ORGANIZATION



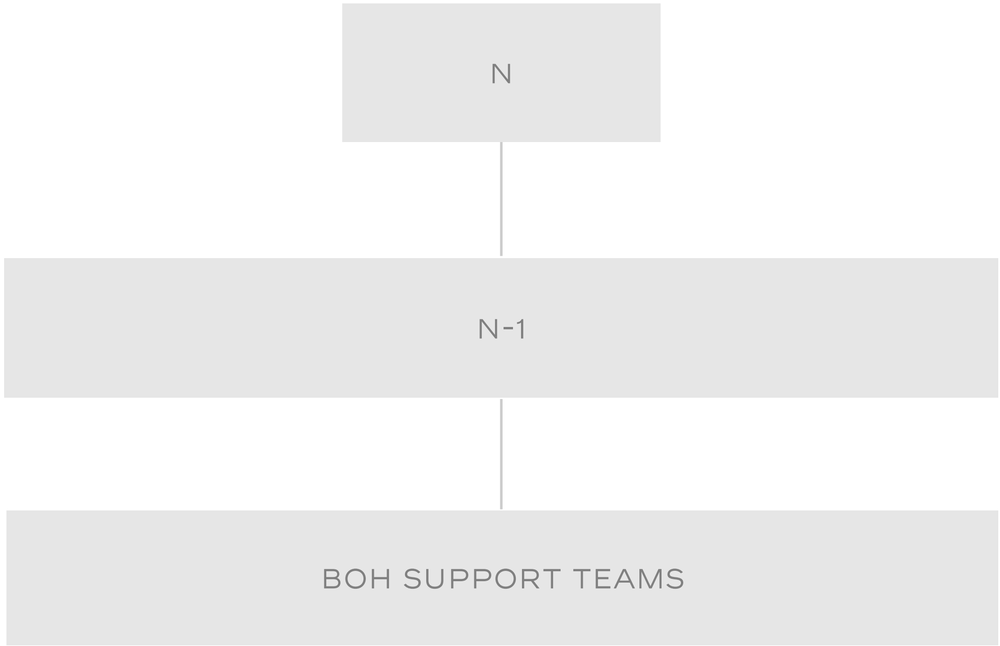
ALL UNDER ONE POSITION

- → Specialization: Operations manager
- → Dedicated person on BOH management, allowing N-1 to remain on selling floor
- → Adding a role with specific skills / professionalism to team : analysis & performance monitoring

→ **BENEFIT:**
More focused scope of responsibility, differentiation BOH/FOH

FOCUS ON OPERATION MANAGEMENT

GENERALIST & TRANSVERSAL ORGANIZATION



SPREAD ACROSS N-1

- → N-1 Generalist profile
- → N-1 spend 70% on floor with a similar role of “Duty Manager”, representing the N
- → 30% is as “Sub-Group leader” in charge of driving performance of a dedicated area and assigned individuals development
- → The job allocation on BOH/Support rotates on regular basis across N-1

→ **BENEFIT:**
No silo FOH and BOH, additional headcount on floor, future N pipeline

OPERATION TEAM
EXAMPLE OF THE CAMBON BOUTIQUE

BOUTIQUE MANAGER
HUMAN RESSOURCES OFFICER
OPERATIONS MANAGER
ACCESSORIES SALES MANAGER
LEATHERGOOD SALES MANAGER
SHOES SALES MANAGER
RTW SALES MANAGER
FLOOR COORDINATOR
SALES ASSISTANTS
ALTERATION
CASH DESK MANAGER
STOCK MANAGER
SHIPMENT/ CITES MANAGER
AFTER SALES MANAGER
CALL OPERATOR
VM
CASHIERS
ACCESSORIES STOCK CONTROLLER
LEATHERGOOD STOCK CONTROLLER
SHOES STOCK CONTROLLER
RTW STOCK CONTROLLER
INVENTORIES STOCK CONTROLLER
EXTERNAL STAFF
STOCKMAN
STOCKMAN
STOCKMAN
STOCKMAN
STOCKMAN

OPERATIONS MANAGER - ISSUES AND CHALLENGES

TEAM MANAGEMENT

60 PERSONS TEAM (45 CHANEL STAFF + 15 EXTERNAL STAFF)

RECRUITMENT

TRAINING

COACHING

PERFORMANCE FOLLOW UP

EVALUATIONS

IN COORDINATION WITH

↓

HUMAN RESOURCES

SALES MANAGERS & SALES

ASSISTANTS

ECOLE DE MODE

RETAIL FRANCE

OPERATIONS MANAGER - ISSUES AND CHALLENGES

ORGANIZATION & LOGISTICS

PILOTE STOCK CAMBON PROJECT

LAYOUT OF THE BACK OF HOUSE

FUTURE CAMBON PROJECT

NEW JOBS

IN COORDINATION WITH

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RETAIL FRANCE

STORE PLANNING

DISTRIBUTION CENTER

COMMERCIAL PARTNERS

OPERATIONS MANAGER - ISSUES AND CHALLENGES

CLIENT EXPERIENCE

AFTER-SALE SERVICE NEW JOBS

MARKETING PROJECTS

EVENTS

IN COORDINATION WITH

↓

MARKETING

AFTER-SALE WORKSHOP IN CHAMANT

COMMERCIAL PARTNERS

OPERATIONS MANAGER - ISSUES AND CHALLENGES

IN CHARGE OF PROCESSES

CASH DESK

STOCKS

SALES

RETAIL FRANCE

IN COORDINATION WITH

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ACCOUNTING

COST CONTROLLING

FINANCE

OPERATIONS FASHION EUROPE

INTERNAL AUDIT

IT

OPERATIONS MANAGER - ISSUES AND CHALLENGES

ACTIVITY ANALYSIS

PERFORMANCES

STOCK ANALYSIS

ORDERS FOLLOW-UP

IN COORDINATION WITH

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OPERATION FASHION EUROPE

RETAIL FRANCE

OPERATIONS MANAGER - ISSUES AND CHALLENGES

STORE MAINTENANCE

MAINTENANCE

VISUEL MERCHANDISING

SECURITY

RETAIL FRANCE

IN COORDINATION WITH

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MAINTENANCE DEP.

COMMERCIAL PARTNERS

VM

CAMBON - PROFILES & SKILLS NEED

IN STORE

- → Rigor
- → Attention to detail
- → Flexibility
- → Fiability
- → Team spirit
- → Sense of service

CAMBON - PROFILES & SKILLS NEED

MANAGER IN STORE

- → Knowledge of the retail positions
- → Enjoyement to transmit your passion
- → Important skill of managing people
- → Communication skills
- → Products' knwoledge
- → Computer skills (Operations manager only)

CAMBON - PROFILES & SKILLS NEED

CASH DESK AND STOCK

- → Priority management
- → Sense of organization
- → Adaptability

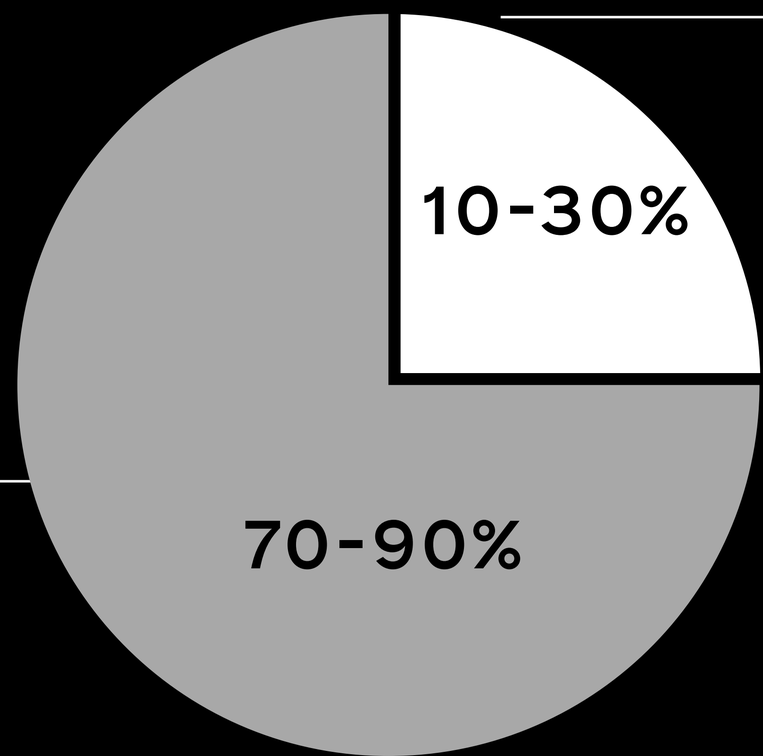
CAMBON - PROFILES & SKILLS NEED

SHIPMENTS, AFTER-SALE AND CALL OPERATOR

- → Excellent written and oral expression
- → Fluent in english
- → Interpersonal skills

OPERATION TEAM
EXAMPLE OF THE CANTON ROAD BOUTIQUE

TIME ALLOCATION OF A N-1



IN CHARGE OF DAILY BUSINESS, OVERALL TEAM & FLOOR OPERATIONS

IN CHARGE OF DRIVING PERFORMANCE OF A DEDICATED AREA (EX: RTW) AND ASSIGNED INDIVIDUALS.

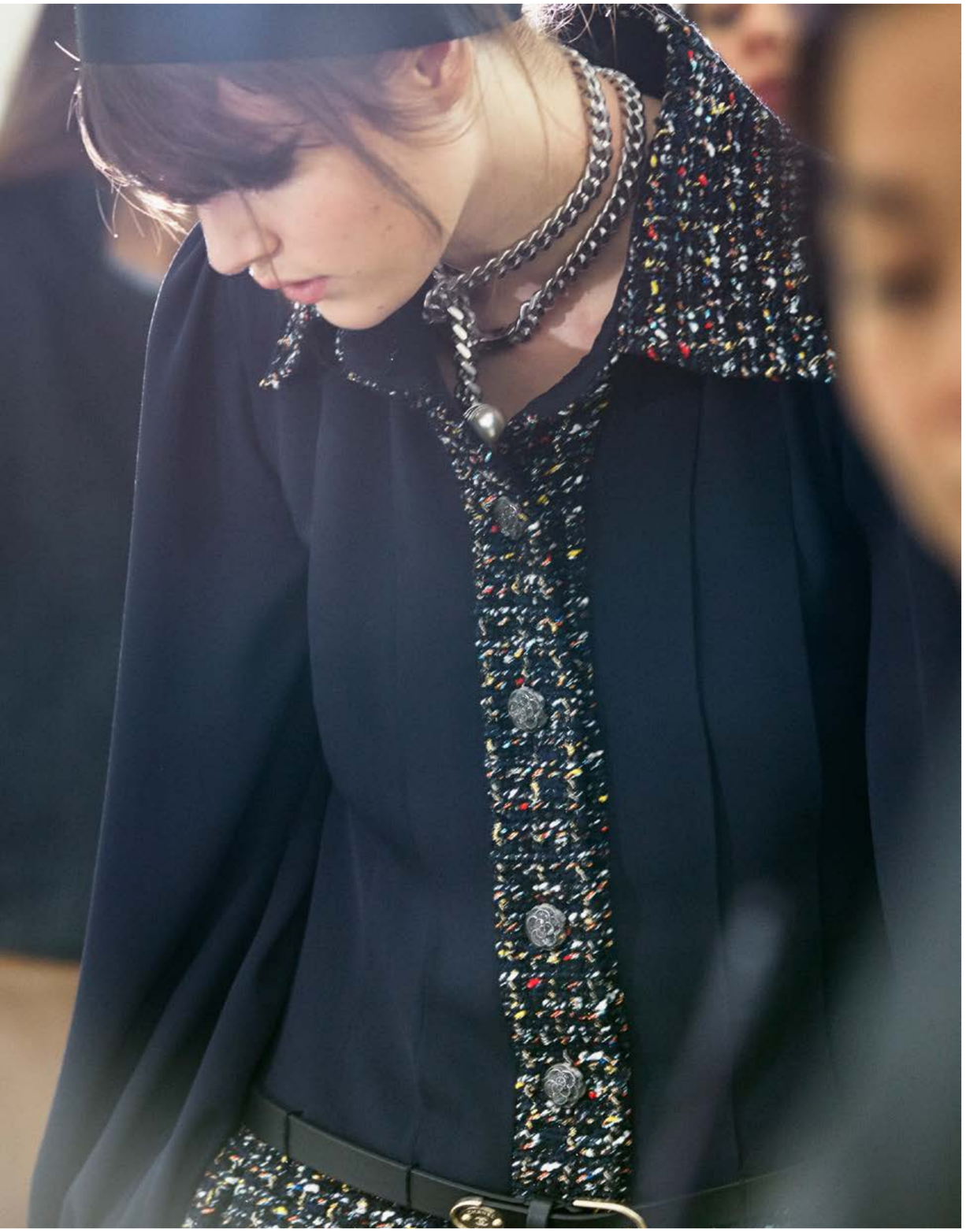
Coaching, Preparation of briefing, Category business analysis, On floor observation, Handling of customer cases, Team meetings + Follow up on allocation of tasks for the DHOB in charge of Operations and Customer Service

JOB ALLOCATION ON OPERATIONS & CS ON ROTATION BASIS. (ROTATE EVERY 9 MONTHS)

SPECIFIC ROLES DEDICATED TO CLIENT ENGAGEMENT

Common philosophy

Queue management (coming soon)

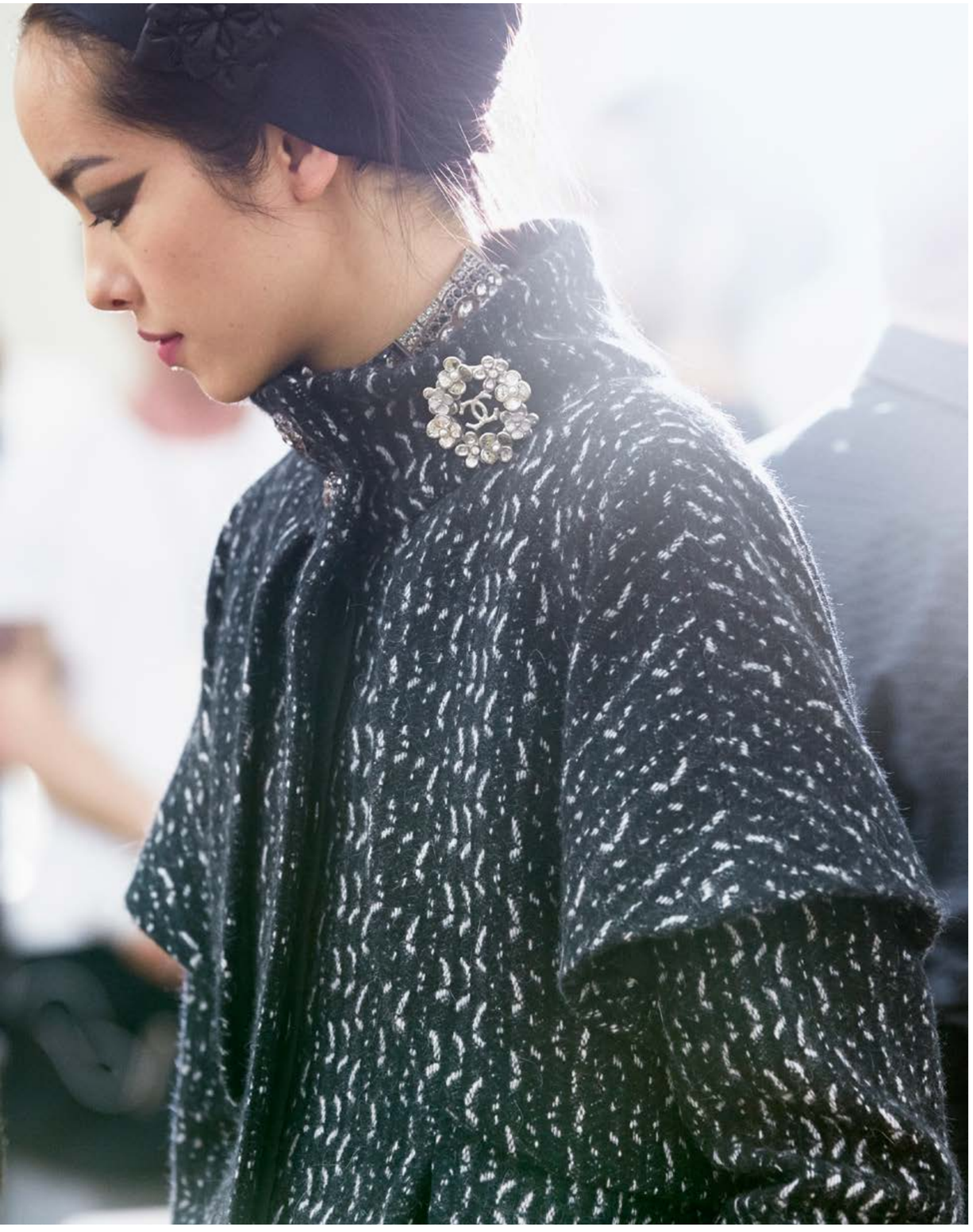


COMMON PHILOSOPHY

RECOMMENDATION: ONE CLIENT ENGAGEMENT POSITION IN EACH XXL BOUTIQUE IS KEY TO THE CHANEL DIFFERENCE AND FOR SERVICE TO CLIENTS.

The content for this new role is to be defined by each region:

- → Keep in mind the philosophy/ Mindset (link with the Client Service Values)
- → Trust
- → Freedom of the client
- → Long lasting relationship
- → Human touch



DIFFERENT EXAMPLES

US NEW YORK 57TH:

- → New role in 2 months from now (Internal recruitment with marketing background)
- → No direct sales responsibility, will coach boutique teams on the client relationship, bring data & analysis, implement a client relation strategy, ensure link with corporate; it will be a corporate function working with the boutique.

DIFFERENT EXAMPLES

JAPAN

- → Existing client service role in Ginza and in large boutiques: title is «Boutique administration manager».
- → 2 boutique sub managers in charge of service in the Ginza boutique, involved in the service project.
- → In smaller boutiques: boutique administration coordinator
- → 50% back of house (analyzing) and 50% on the floor

DIFFERENT EXAMPLES

APAC

- → Mapping of gaps with the marketing team for all boutiques, now being piloted for XXL.
- → Client engagement management in Taiwan: a FA in charge of sales & client engagement, appointed contact with marketing team.
- → Pilot in 1 or 2 XXL Btq: a dedicated person to analyze and partner with mkg (analysis) and champion & motivate the FA's

DIFFERENT EXAMPLES

GC

HK:

→ Foster Clien Engagement Management mindset and understanding in boutique

→ Bridge the gap between marketing and boutique on client intelligence and CEM actions

→ Support FA in the building of their long-term relationship with clients

CHINA:

→ Roll out after pilot in HK

DIFFERENT EXAMPLES

EUROPE

→ In XXL today: floor coordinator to ensure an optimal client experience. Tomorrow the new position will be in charge of ultimate care events (today done by the HOB) adding a CEM part (CoCo tool to recruit RTW customers to be reinforced), sharing with corporate and the regions, able to define and push the client strategy, building strong partnerships with hotels and other ways to identify and recruit new clients.

DIFFERENT EXAMPLES

UK

→ Currently N-1 HOB in charge of this mission but it is difficult to handle the two roles (assistant manager & client service)

→ Plan to create a new role dedicated to CEM + existing specific role dedicated to VIP (Monica)