

A collage of fashion industry scenes. On the left, a woman in a white, textured, flower-like dress looks down. In the center, a woman applies makeup to another woman's face. To the right, a woman in a black crop top and white skirt walks away. On the far right, a woman in a red sequined jacket holds a bouquet of flowers. The word "TOOLS" is overlaid in large, white, sans-serif capital letters.

# TOOLS

# ID CARDS





CHANEL

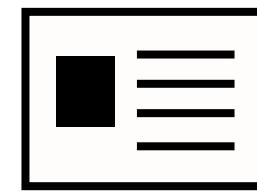
CAMBON

31

CHANEL

CHANEL

CHANEL



## KEY FIGURES (NORMAL PERIOD)

AREA	865m <sup>2</sup> (nb of floors: 1)	9311 ft <sup>2</sup>
HEADCOUNT (HEADS)	End of April 2015 105,7 FTE (permanent and fixed term contracts)	Budget (LE03-2015) 117,8 FTE (permanent and fixed term)
OUTSOURCED (HEADS)	End of April 2015 8,4 FTE (interns + apprentices)	Budget (LE03-2014) 12 FTE (interns = apprentices)
TRAFFIC DAY AVERAGE* (CORRECTED FROM STAFF TRAFFIC)		1164 clients
TRANSFORMATION RATE AVERAGE *		18,2 %
NM OPEN DAYS / YEAR **		312 Days
NB OF WORKED PUBLIC HOLIDAY		8 Days***
OPENING DAYS		From Monday to Saturday
OPENING HOURS AND CLOSING HOURS		10:00 am to 7:00 pm
ROLLING INVENTORY		About a dozen every month From 1:00 pm to 9:00 pm
THEORETICAL NUMBER OF WORKING DAYS SELLER		227 days
NB OF CASHDESKS		4 + 1 mobile cash desk
ENTRY DEDICATED TO THE STAFF		Yes (shared with Duphot building's staff)

\*: DATA EASY COMPTAGE FROM 06/05/13 TO  
11/05/14 (371 DAYS)

\*\*: DATA FROM EASY COMP-  
TAGE ANALYSIS

\*\*\*: EASTERN MONDAY, 8TH MAY, ASCENSION, PENTECOST MONDAY, 14TH  
JULY, 15TH AUGUST, 1ST NOVEMBER, 11TH NOVEMBER

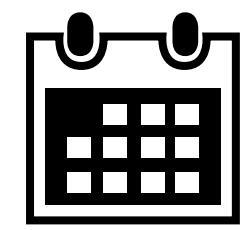
 **WORKING TIME**

<b>NB OF WORKING HOURS</b>	7h a day / 35h a week
<b>TIME OF ARRIVAL OF STAFF TIME OF DEPARTURE</b>	Sales Staff* Team 1: 10:00 am to 6:00 pm Team 2: 11:30 am to 7:30 pm Team 3: 10:00 am to 7:00 pm or 10:30 am to 7:30 pm (part time 32h a week)
<b>BREAK HOURS</b>	1h for lunch + 15 min break
<b>NB OF REST DAYS</b>	2 per week (Sunday + 1 other day)
<b>NB OF HOLIDAYS / YEAR</b>	25 days + 2 extra days off (Ste Catherine & Ascension) + seniority days
<b>NB OF TRAINING DAYS FOR SALES STAFF (ESTIMATION)</b>	6

 **ADDITION TIME**

<b>EXTRA HOUR</b>	Sales staff: Recovered per hour or per half day (plan in advance for mornings and decided according to the traffic on the same day for afternoons). Have to be recovered within a week and if not possible at the latest within a month.
<b>WORK ON PUBLIC HOLIDAY</b>	Work on Sunday: Recovered + paid extra 100% Work on Public Holiday: paid extra 100%

\*: ARRIVAL FOR THE MORNING BRIEF 10 MIN BEFORE



## PLANNING RULES

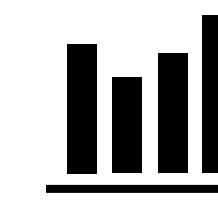
FREQUENCY OF THE PLANNING	Monthly
FORMAT OF THE PLANNING	Excel
USE OF THE BADGE	No
FIXED REST DAY?	Sunday + 1 day variable (except some work contracts)
REST POSSIBLE ON PEAK TRAFFIC DAY?	Once a month: 2 consecutive days (with some exceptions: some sales assistants always want to work on peak traffic day). Red period: No rest on Wednesday and Saturday during the sales Fashion week: No rest on the Saturday and Monday before the show .
RULES FOR TAKING HOLIDAYS	Summer Holidays should be asked for before the end of February and the holiday planning is fixed in March. Minimum 2 consecutive weeks between 1st May and 15th September

REPLACEMENT OF HOLIDAYS	No holidays are replaced however the sales staff is reinforced in summer with interns.
USE OF REINFORCEMENT EVERY WEEK	No
USE OF REINFORCEMENT ON RED PERIOD	No



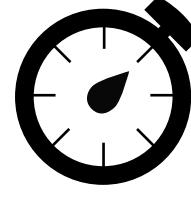
## SHOP OPENING

<b>EXCEPTIONAL CLOSING DAYS</b>	January 1st May 1st December 25th
<b>EXCEPTIONAL OPENING DAYS</b>	Days off: Easter Monday May 8th Ascension Day (Thursday) Whit Monday National Day (July 14th) Assumption Day (August 15th), November 1st November 11th
<b>HOW MANY SELLERS ARE USUALLY NEEDED FOR THE SHOP OPENING REGARDLESS OF THE DAY?</b>	35



## CLIENT TRAFFIC

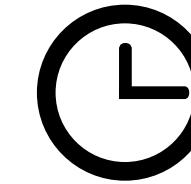
<b>DOES TRAFFIC COUNTING INCLUDE STAFF ENTRY / EXIT?</b>	No more
<b>DOES TRAFFIC COUNTING INCLUDE GOINGS TO AN EXTERNAL STORAGE ROOM?</b>	No
<b>IS THERE A WAITING LINE OUTSIDE THE BOUTIQUE? IF YES, WHAT PARTICULAR DAY?</b>	It happens to have a waiting line outside the boutique (for security reasons – the boutique capacity is full), at anytime but especially on red zone, during the fashion week, on sales (1st day & 1st saturday), and for new collection launches, Specially at the beginning of the day, during the lunch breaks, or at the end of the day,
<b>WHAT IS THE APPROXIMATE PERCENTAGE OF TRAFFIC DIRECTED TO RTW (ON YOUR ESTIMATION)?</b>	20% on average



## HEADCOUNTS INTERNS AND TEMPORARY WORKERS:

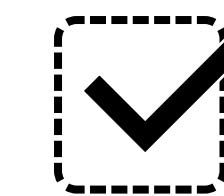
	INTERNS	TEMPORARY CONTRACTS
SALES ASSISTANTS	2014 Summer Interns (2520h)	1155h
CASHIERS	0	0
"ALLROUND HELPERS"	0	0
TEA LADIES	0	0
HOSTESSES	0	0
AFTER SALES ASSISTANTS	1820	0

NUMBER OF HOURS ON THE PERIOD APRIL 2014 – APRIL 2015



## SALES TEAM COMPOSITION

	NUMBER OF PERSONS	TIME OF LUNCH
TEAM #1	10h-18h	From 12PM-3PM (3 possibilities: 12PM, 1PM or 2PM)
TEAM #2 (OPTIONAL)	11h30-19h30	idem
TEAM #3 (OPTIONAL)	10h -19h (11)	idem
TEAM #4 (OPTIONAL)	10h30-19h30 (2)	idem
TEAM #5 (OPTIONAL)		



## ABSENTEISM

HOW WOULD YOU DESCRIBE THE ABSENTEEISM WITHIN YOUR SALES TEAMS FROM 1 (VERY LOW) TO 7 (VERY HIGH)?

4



PROLOGUE

FOCUS ON ORGANIZATION

FOCUS ON PEOPLE

FOCUS ON INFRASTRUCTURE

TOOLS

# SUCCESS STORIES



# PROMOTION FROM FA TO DEPUTY HEAD OF BOUTIQUE

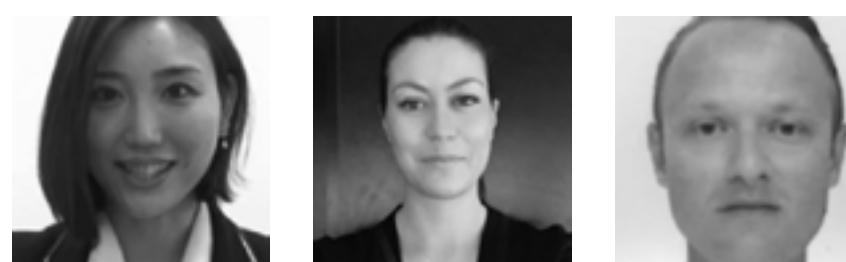


TOM BURKE, DEPUTY HEAD OF BOUTIQUE  
NEW BOND STREET, LONDON, UK

"I am currently one of the three DHOB and I spend most of my time on client development, business strategy and training our teams on products and service. My career at Chanel just started by chance four years ago when I was given a temporary contract as a Fashion Advisor in one of our concessions in Selfridges Manchester. When this contract ended, I was fortunate enough to be given a full time position in Bond Street, London. The following year I was promoted to supervisor. At the same time our XXL boutique was on development stage. We were actively involved in recruiting new team members to join this project. In 2013 I was appointed DHOB for the flagship in London.

I joined a family not a huge corporate organization. What I love about my job is how dynamic it is. Not one day is ever the same. We are involved in all aspects of the business and we can really influence how our business is runned."

MORE PROMOTIONS



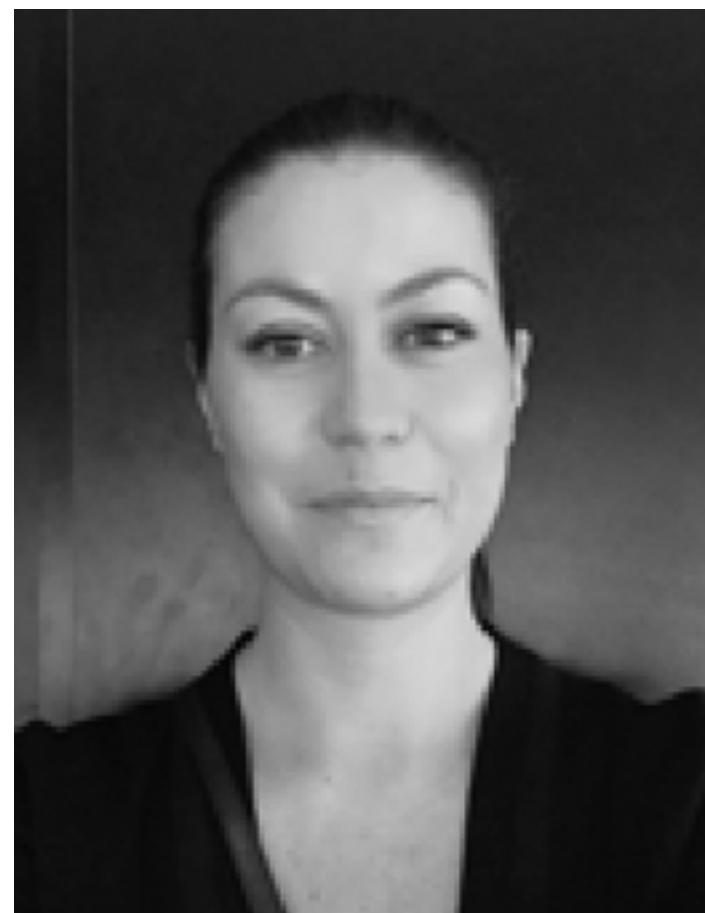
## PROMOTION FROM FA TO DEPUTY HEAD OF BOUTIQUE



NATSUMI YASHIRO, DEPUTY HEAD OF BOUTIQUE  
GINZA, TOKYO, JAPAN

“It is my 10th year after joining Chanel as a new graduate. 10 years ago when the Ginza building was under construction, I was doing job search very hard longing for working in such a big boutique one day. And I got a job from Chanel! After experiencing RTW specialist and Deputy Head of Boutique in other boutiques, I finally moved to Ginza in 2014 as Deputy Head of Boutique. I feel deeply pleased about this move. What is attractive about working at a boutique is to play a role of ambassadress to deliver the story of Chanel and to see happy customers who receive our excellent customer service.”

# PROMOTION FROM FA TO DEPUTY HEAD OF BOUTIQUE



CATARINA HENRIQUES, DEPUTY HEAD OF BOUTIQUE  
SHOE HEAVEN HARRODS', LONDON, UK

"I have been working with Chanel since May 2014. And what an amazing experience it has been to work for the best!!

I started as a supervisor in the small shoe department on the first floor and within 3 months I had the amazing opportunity of becoming the assistant manager of the most beautiful shoe department in Shoe Heaven in Harrods. It was such an honour to feel the trust the company and the manager had on me, and to know there was room for progression. I cannot thank enough. It has been a great journey."

# PROMOTION FROM DEPUTY HEAD OF BOUTIQUE TO HEAD OF BOUTIQUE



RAPHAËL THEOLEYRE , HEAD OF BOUTIQUE  
MALL OF EMIRATES (SHOES), DUBAI, EUROPE

"I joined CHANEL in 2013 as Assistant Boutique Manager at the Mall Of Emirates Boutique in Dubai. From the 1st of March 2015, I had the chance to become Head of Boutique for this Boutique.

Before this adventure I had several experiences as sales assistant and assistant manager in different flaships boutiques during 6 years..

What I love in my job is to lead the team to bring ultimate experience to our clients, sharing passion, knowledge and advice. What is so unique at Chanel is the very special human touch and the strong core values of respect, passion and trust that the House puts into its people."

# TRANSVERSAL ROTATION



ALISON CAMERON, OPERATIONS MANAGER  
HARRODS LONDON

“I started my career in Chanel two and half years ago as the Assistant Manager of the Harrods Accessories Department, this was then newly opened and expanding quickly into an extremely busy and successful department. I became involved in the recruitment of an expanding team and my biggest challenge was to ensure the highest levels of customer service and experience in an incredibly demanding and fast paced environment.

I became particularly passionate and interested in the Operational side of the business, helping to put in place procedures in order to manage stock movement between all areas of the business, and ensuring all Harrods and CHANEL systems and procedures were aligned. As the business grew further and moved across three floors I was given the opportunity to progress into an Operational Role within the business, I have been doing the role of Operations Manager for 6 months now, and everyday brings a new challenge. I am very proud to be involved in such a successful business within the most incredible Brand.»

## COACHING ROLE



**BETTY MENZHAGHI, HEAD OF BOUTIQUE & COACHING  
BARCELONA BOUTIQUE & ISTINYE & NISANTASI BOUTIQUES,  
ISTANBUL**

"I am proud to share with you my experience in this unique Maison for which I have worked the last seven years as Store Manager of the Barcelona boutique.

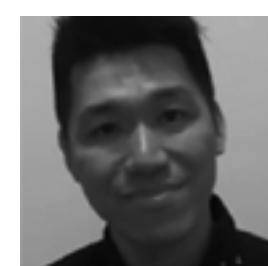
Two and a half years ago, I also had the great opportunity to accept an important challenge for the Istanbul market.

The first part of my mission was initially focused on team building, inspiring motivation and understanding of the "Chanel differences", acting as a Store Manager of both Istanbul boutiques.

My last period in Turkey was dedicated to coaching new Store Managers, together with guiding them through their integration into the Chanel Universe. During this seven months period, I was able to offer them managerial tasks, evaluating their work and doing the follow up. A very effective strategy was to hold periodic meetings to boost communication between the two teams, thus creating a common message for both boutiques.

For me it was a great opportunity to use my strong adaptability and determination; At a human level, it has been an incredible inter cultural experience that will accompany me for life."

MORE MISSIONS



## A LOT OF LEARNING OPPORTUNITIES



**CHRIS YAM, HEAD OF BOUTIQUE  
INTERNATIONAL AIRPORT, HONG KONG, GREATER CHINA**

"I think that working at CHANEL is more like a fantastic journey than just a job.

I joined CHANEL 6 years ago in June. Over the last 6 years, I was given the opportunities to work in 5 different boutiques including Wynn in Macau, Canton Road, Peninsula, Prince's Building and now at the Hong Kong International Airport.

If you asked me to share my experience over the last 6 years at CHANEL, I will let you know that CHANEL has offered me a lot of different learning opportunities including the experience gained from leading a team size from 65 to 120 employees, working in fashion boutiques of different customer profiles (local vs. tourists), to do the buy in Paris. All the experiences that I gained in CHANEL have contributed a lot to my career and they will become my life time knowledge. I hope I can leverage my experience at CHANEL to help the newcomers and existing employees to gain more new perspectives in their journey with CHANEL."

## FROM FRANCE TO ITALY



ANDREA CONTADINI, HEAD OF BOUTIQUE  
ROMA, ITALY, EUROPE

“I was appointed as Rome Boutique Manager on June 1st 2014. After several experiences in management of Ready-to-wear departments at Louis Vuitton and Yves Saint Laurent, and management of boutique at Balenciaga, I joined CHANEL in 2005 as Boutique Manager of the Faubourg Saint Honoré Fashion Boutique, in Paris. For 9 years, I tried to developed with energy and passion the Faubourg Boutique, while managing the seasonal Boutique of Saint Tropez since 2010. I was also given the chance to fulfill the mission of Europe Key Buyer for Europe for 2 years, playing a key role in ready-to-wear buyings. I am very pleased to continue to play this role in parallel to my new position. To manage a XXL Boutique, the previous experience in the management of a boutique, the products sensitivity and the sense of client service are key assets.”

# PROMOTION FROM THE OFFICE TO DEPUTY HEAD OF BOUTIQUE



ARNAUD SUET, OPERATIONS MANAGER  
MONTAIGNE, PARIS, EUROPE

MORE TRANSITIONS



“I am currently in charge of the Operations at the «Grand Montaigne». The «Grand Montaigne» is composed with two boutiques, the historic one of the 42th and the other one located at the 51th. They are under the responsibility of the same head of boutique and represent a real business unit with almost 150 people working inside.

I joined CHANEL in 2008 to work in the internal audit team. Since the beginning I wanted to be part of the business and I know getting a more operationnal job would be the next step. 4 years later, I had the opportunity to join the Europe Eyewear team.

After one year and half, I was proposed to apply for the Deputy Head of Boutique available position at the «Grand Montaigne». I am currently in charge of both boutiques «off-sales» teams (cashiers, stocks, after-sales service, other providers as tea ladies or security agents). What I particularly appreciate is managing different teams and the fact that all the missions are very diversified and challenging. Besides, I really likes figures: it is very interesting to help the teams achieving their objectives thanks to sales analysis.”

# TRANSITION FROM THE OFFICE TO DEPUTY MANAGER



ANNE-SOPHIE ROCHE, DEPUTY MANAGER OF ACCESSORIES  
MONTAIGNE, PARIS, EUROPE

"I am the deputy manager of accessories of Grand Montaigne boutique. After eight years of diverse missions both in marketing and communication, joining the field was for me a professional necessity. On the one hand, I wanted to better understand our customers' behaviors and expectations and on the other hand, to take part to the daily challenges encountered by the boutique's team.

I started my professional path in 2006, as a product assortment assistant in Chanel leather goods department and had the opportunity to become a product manager for Chanel eyewear. I then took part to the development of Celine leather goods and costume jewelry, before joining again Chanel Fashion division as the training manager of Chanel eyewear.

These previous experiences are a great asset for me to carry out my everyday responsibilities. Since I joined the boutique, I've participated to the boutique's strong performances and have developed my management skills.

What I enjoy the most is managing the sales team and witnessing their efforts and successes. I have also become quite aware of the diversity of our clients, which is very helpful when I participate to the buying sessions."

# TRANSITION FROM CORPORATE CUSTOMER CARE TO RETAIL OPERATIONS



LAURA DOWEK, ASSOCIATE DIRECTOR OF OPERATIONS  
57<sup>TH</sup> STREET BOUTIQUE - NEW YORK, USA

"I began my career at Chanel 8 years ago, working within Digital Marketing and Consumer Relations. In my prior role as Associate Director of Customer Care, I partnered closely with Boutique Directors on any escalated client issues. I was curious about the boutique environment and knew it was important for me to gain retail experience at this point in my career. After expressing interest, I moved into the 57th Street Boutique as Associate Director of Operations. In the time I have been in this role, I have gained invaluable people skills – we are a “people” business. From working with clients to coaching employees to partnering with peers, I have learned how to quickly adjust and to foster stronger partnerships with a wide range of individuals. This along with the exposure and long-term career growth are the most attractive qualities of working in a boutique".

# TRANSVERSAL ROTATION (FROM BOUTIQUE TO OFFICE AND BOUTIQUE)



MISUMI TAKASUKA, SALES EXPERT  
ISETAN SHINJUKU, JAPAN

"I joined Chanel in 1997 as a Fashion Advisor and I was promoted to BM. I took a maternity leave for 14 months and returned to work. Taking an opportunity of internal job posting, I joined the Training Department where my boutique experiences were highly valued. After 2 years in Training Dept, I once again returned to the boutique as Sales Expert. My competence in RTW sales and excellent customer service contributes to the boutique performance and staff development."