

Case study: Iconic Fashion Retailer- Improving marketing performance

Situation	Approach	Impact
<ul style="list-style-type: none">▪ Iconic US fashion retailer with lagging performance▪ Marketing key component of larger RTS engagement▪ Marketing function historically lacked strong leadership, operated under siloed waterfall model, and did not focus significant time / energy on digital marketing	<ul style="list-style-type: none">▪ Built growth agenda: Built new marketing plan centered on growth opportunities in e-commerce conversion, digital marketing execution, brand marketing design▪ Launched war rooms: Created five cross-functional war rooms with marketing, IT, product, and creative – launching 12+ tests per week in digital marketing and e-commerce tactics▪ Re-organized and changed operating model: Re-organized marketing, creative, and ecommerce organizations under one CDO, and developed more efficient planning and creative process	<ul style="list-style-type: none">▪ Identified \$75M opportunity in EBITA growth▪ Proved \$50M in EBITDA growth in first 6 months of test-and-learn program