Mastering strategic transformation through a retail rebrand

Client need

A leading fashion retail company found itself at a crossroads post-spin-off from its larger parent company. With a new CEO at the helm, the executive team was determined to usher the company to a better, stronger future. In recent years, the company's brand perception has taken a hit and loss favorability in the marketplace. With the momentum of a new CEO and strategy, the company turned to BTS to help address culture challenges and chart a path forward.

The client need:

01

Evolved corporate values: The organization needed to redefine their values and codify their new aspirational culture.

02

Executive alignment: The newly appointed executive team needed to align on the company's direction and values.

03

Brand perception: The company was challenged with shifting the public perception of the brand, thus requiring a strategic approach to rebuild trust with the market.

The solution...

At the beginning of the engagement, BTS assembled the executive team to participate in a series of alignment sessions designed to create an aligned vision about shaping the future culture, values, and ways of working across company. The goal of these sessions was to foster a shared vision amongst the leadership team on what needed to shift culturally to transform the company and regain the hearts and minds of the market.

Elements of the executive team alignment journey:

1. **Engagement of the organization:** To shift way of working and create the conditions for the values to stick, a series of digital engagement experiences was designed for leaders to cascade and engage their teams' in the new values.
2. **Values rearticulation:** A series of executive alignment sessions and focus groups conducted to shape the company's values and ensure they reflected the desired culture.
3. **Leadership commitments:** A set of leadership commitments, or expectations, aligned with the organization's values to drive behavioral change at all levels of the organization—making the values practical and tangible.
4. **Playbook creation:** Crafting playbooks for both leaders and individual contributors that outline the critical moments and behaviors necessary for cultural transformation.
5. **Engagement of the organization:** To shift way of working and create the conditions for the values to stick, a series of digital engagement experiences was designed for leaders to cascade and engage their teams' in the new values.

As a result, the organization would achieve a more cohesive and streamlined organizational dynamic, successfully reduce ambiguity, and cultivate a shared understanding.

Results

At the end of this journey, the organization was proud to have achieved the following:

1. Enhanced Leadership Alignment: The executive team was aligned on the new values and commitments, fostering a unified vision for the company.
2. Cultural embedding: The new values were integrated into talent processes and business operations, creating a consistent cultural foundation.
3. Positive perception shift: The organization experienced a positive shift in brand perception, with the executive team receiving overwhelming support from the board.
4. Simplified performance management: The values were seamlessly integrated into performance management, influencing talent acquisition and selection processes.

While the full impact of the culture transformation is still unfolding, early employee feedback is strong. The new values have already started shaping daily activities, emphasizing a sense of purpose, collaboration, and accountability throughout the organization. The new CEO and the board of directors also expressed immense satisfaction with the transformation, noting that the new values perfectly captured the essence of the company's new vision and charted a clear and concise direction for the future.

