

# Case study

## BRIEF

Badenoch & Clark was approached by a luxury fashion house ready to embark on a highly confidential CFO appointment. Badenoch & Clark were engaged having had a long-lasting relationship with their auditors who recommended us to the CEO. Upon consultation with our specialist Retail Consultant and Director we agreed to undertake an extensive market-mapping exercise. The company in question had internal options and were keen to understand how they could be benchmarked against the external competition.

## METHOD

The first stage of this approach was to identify individuals working as a CFO within the luxury retail or fashion sector in and outside of the UK. We presented these individuals to the client who agreed those profiles were the exact match for such an assignment. Secondly, Badenoch & Clark approached the external market in a confidential manner – arranging more than 40 meetings to discuss the opportunity, gain insightful remuneration analysis and present a shortlist of candidates that were motivated to move for the right opportunity. This was presented in person to the client with one page per candidate highlighting career achievements, ambition, cultural and personality fits alongside industry expertise.

## COMMENTS

“ I found the team at Badenoch & Clark to be true active listeners and following our initial brief they presented to us a mix of profiles that matched our requirements but from different perspectives, which gave us real 'food for thought' as to what we were really looking for. The consultants who led on this project were calm, assertive and most of all eminently flexible, which allowed us to keep the preferred candidate interested even whilst we had a rethink on the brief. I would absolutely recommend Badenoch & Clark's services. ”

HR Director,  
leading luxury goods brand

## - RESULT -

The client took time to analyse whether they progressed their internal candidates or whether they pursued an external candidate. Their decision was to meet with over ten candidates from the initial shortlist. This confirmed that the external route would offer a new dimension to the executive board and add real value in terms of an alternative view on how best to deliver growth in such a demanding industry. B&C met with the client after every round of interviews, adding “in the moment” interview feedback from both parties, allowing the client to take advantage of time and efficiency. A successful appointment was made and the candidate started in the summer of 2016.