

Karla Martin



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Executive summary

- More than 10 years consulting experience
- Co-head of US Retail Practice
- Focus on Growth Strategy, Operational Effectiveness and Complexity Reduction

Relevant expertise

- New Market growth Strategy
- Organizing for Growth and Execution
- Shared Services Design and Implementation
- Marketing ROI
- Complexity Management
- Organization Design

Select Publications

- The New Scarcity of Retail Space
- The Secrets to Successful Strategy Execution—Published Harvard Business Review, June 2008
- The Best Decisions are Clustered—Published Strategy+Business 2006
- *Victims of Success-Reducing Complexity for Nonprofits*
- *Smart Customization-Profitable Growth through Tailored Business Streams*

Education

- JD, Harvard Law School with honors
- AB. Harvard University with honors

Examples of Recent Assignments

Product Pipeline Optimization for Major Apparel Company

Situation

- The client, a \$6 billion apparel retail company, experienced declining performance over the last two years with disappointing same-store sales growth and frequent use of markdowns driven in large part by product misses

Action

- Developed an initial vision of a new operating model to deliver products to store in 26-29 weeks and missed trends in 8-10 weeks
- Mapped and analyzed all functional processes from designing, planning, merchandising to raw material sourcing, manufacturing and logistics
- Detailed blueprinting of both 26-29 and 8-10 week product development pipelines, including processes, decision rights and roles & responsibilities
- Revisited the current org. structure after process redesign to align roles & resp. and support the new operating model
- Developed processes metrics to monitor adherence to the process and drive the change across the business
- Worked side-by-side with the client core team to leverage knowledge of internal processes and seamlessly transfer implementation accountability for the new model

Results achieved

- The new operating model drastically reduced the time from product development to shelf and was positively accepted across the organization. Booz-Allen is currently supporting the client on the transformation / implementation effort.

Format and Organizational Model for Major Specialty Retailer

Situation

- Wanted to identify top performers to drive increased sales comps through a better customer experience
- Consumers not able to differentiate overall service and product experience
- Client wanted to improve the efficiency of its store labor by reducing unproductive time for store management

Action

- New strategy around store experience model and capabilities required to identify and then address the diverse set of consumers purchasing in this format
- Created econometric model to isolate store-specific drivers of performance from external factors to allow for identification of true high-performing models
- Mined customer survey data to identify potential to increase customer basket size through making customer self-service easier
- Compared scheduling and traffic data to quantify importance of flexible scheduling to meet peak demand
- Designed organizational model to support this new set of capabilities while also reducing over-head costs to invest back in innovation

Results achieved

- Time savings and simplification for manager immediately implemented
- Developed set of potential new operating models to maintain customer experience with more efficient use of staff labor
- Currently beginning to implement many of the capabilities required to sustain the program long-term