

**TT TRAUB**

Traub Consulting works with **consumer** products, services and **retail** companies to help them **develop their businesses** to reach their **full potential**.



An aerial photograph of a rugged mountain range. The terrain is a mix of dark, rocky peaks and large, snow-filled basins. A long, single-file line of hikers is visible on a wide, snow-covered slope in the lower half of the image. The overall color palette is dominated by blues and purples, with the snow appearing as a lighter, almost white, hue.

We are the sherpa,  
not the oracle.

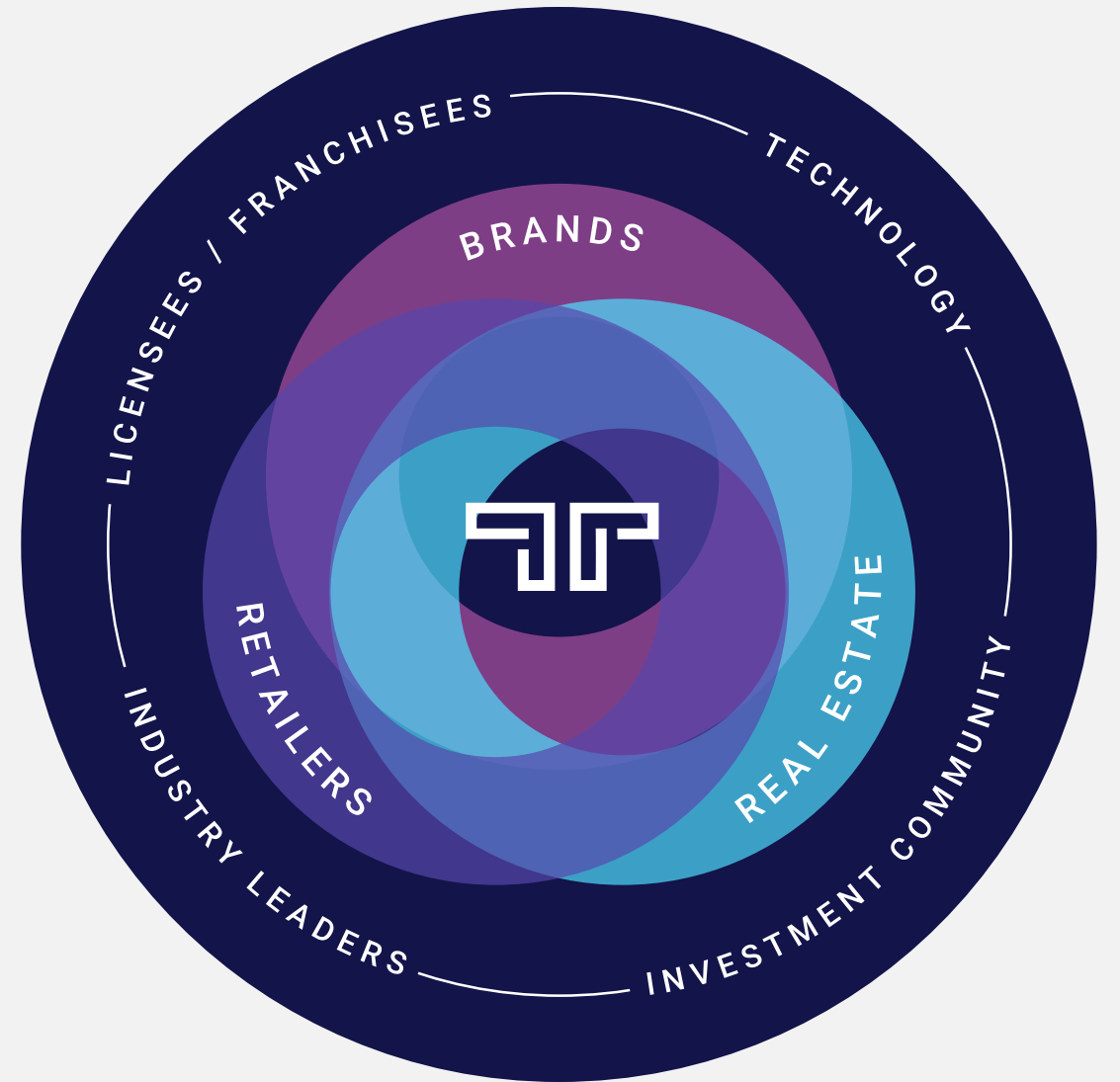


We think of ourselves as sherpas rather than oracles because rather than simply pointing the way, we **show our clients the way** and then **work right alongside them.**



## OUR ADVANTAGE

Traub Consulting sits at the intersection of the forces driving today's consumer retail landscape. We are Jacks of all trades and masters of many things.



## OUR PARTNERS

Traub Operating Partners are highly experienced professionals whose shared knowledge spans business categories, product classifications, retail channels, and geographies



## OUR NETWORK

Traub Consulting has deep relationships with best-in class companies and individuals across all the most essential areas

CORPORATE FINANCE	STORE DESIGN	PUBLIC RELATIONS
MARKETING / ADVERTISING	EXECUTIVE RECRUITING	ACCOUNTING
LEGAL	PROCUREMENT	LOGISTICS
IT	BACK OFFICE	REAL ESTATE



## OUR APPROACH

We begin each assignment with an objective assessment and our learning determines the extent and range of our assistance. Our involvement can include consulting, management and expansion services.





## OUR APPROACH

### THINK

- Assess the business, brand and marketplace dynamics
- Determine the most sound and actionable strategies
- Identify new ways to achieve growth

### MANAGE

- Optimize the way the business is structured or operated
- Assume hands-on leadership of the team
- Run the day-to-day financial and commercial operations of the business

### EXPAND

- Guide and oversee how and where to accelerate for maximum return
- Develop plans to increase sales, revenue and profit

Most Traub clients engage in one area first and then request our involvement in others. As our goal is to have the greatest impact for our clients, when we are asked to do more, we know we're on our game.



The background of the slide is a photograph of two hot air balloons floating over a mountain range. The balloons are positioned in the upper left quadrant. The mountains are in the middle ground, and the sky is a clear, light blue. The overall image has a soft, ethereal quality.

## THE TRAUB CONSULTING DIFFERENCE

Just as the balloon requires attention to the ballast and the lift in order to rise and clear the mountain, our focus is on both SG&A and revenue optimization. One without the other simply doesn't work for the long term

We help our clients cross the horizon by applying 20<sup>th</sup> century knowledge and 21<sup>st</sup> century tools and technologies



# OUR CLIENTS

## CONSUMER BRANDS

- ADRIANNA PABELL
- BCBG GENERATION
- BORGHESE
- COACH
- Daum
- DENNIS BASSO
- DL1961
- HAVILAND
- J. MENDEL
- Jessica Simpson
- JOSIE MARAN
- KNOTSTANDARD
- LALIQUE
- MCM
- narciso rodriguez
- Patchi
- PEACH & LILY
- MOLESKINE
- Oscar de la Renta
- ROCK & REPUBLIC
- RUSSAK
- SCOTCH & SODA
- SUGARPOVA
- WHISTLES

## REAL ESTATE

- RELATED
- GULF RELATED
- VALUE RETAIL
- IY M
- Cinépolis

## RETAIL

- bloomingdale's
- macy's
- HARVEY NICHOLS
- MoMA
- iStore
- الطائر al tayer
- future group
- FASHION TO FIGURE

## TECHNOLOGY

- backing brands solutions
- CaaSle
- ORCHARD MILE
- spring
- Rakuten
- 网易考拉海购 KAOLA.COM
- LENGOW
- Jeanine
- ci-order
- ace turtle
- Roundabout



# OUR TEAM



**MORTIMER  
SINGER**

*Chief Executive Officer*



**GEOFFREY  
LURIE**

*President & COO*



**KELSEY  
GROOME**

*Sr. Managing Director*



**JAMES  
MUN**

*Managing Director,  
Luxury Home & Lifestyle*



**AMY  
HAFKIN**

*Vice President  
Operations*



**DANIELLA  
FISCHEL**

*Sr. Associate*



**MICHAL  
EDELMAN TEPPER**

*Sr. Associate*



# OUR OPERATING PARTNERS



**BURTON  
TANSKY**

*Vice Chairman*



**SUE  
KRONICK**

*Operating Partner*



**JOSEPH  
AHEARN**

*Operating Partner*



**ERIC  
MATRULLO**

*Operating Partner*



**SAMANTHA  
FREEMAN**

*Operating Partner*



**PAT  
KENNY**

*Operating Partner,  
Traub Consumer*



**BRIAN  
KENNY**

*Operating Partner,  
Traub Consumer*



**CHARLES  
DAVIDSON**

*Operating Partner,  
Traub Consumer*



# Case Studies





## OVERVIEW

Founded by Princess Marcella Borghese nearly 60 years ago, the brand's core values could not be more relevant: Italy, Rome, Borghese, Princess Marcella, Style, Italian Spa Culture and Mud. Borghese combines the tradition of classic Italian beauty and modern sensibility in its collection of skincare and color cosmetics with unparalleled effectiveness and quality. All products blend state-of-the-art science with the organic riches of the earth.

## TRAUB ROLE

Traub was initially engaged to provide an objective assessment of the Company and the product portfolio within this fiercely competitive industry. As a result of this assessment, the Company engaged Traub to lead the management team across both the United States and Asia business divisions in an effort to restage the brand, improve operations and capitalize on the rich heritage and quality products. In this role, Traub functions as Interim CEO, overseeing all activities relating to company operations.

## OUTCOME

In April 2017, Borghese successfully relaunched the brand in the United States and Asia with fresh packaging, branding, a new website, global distribution strategy and a new brand ambassador, Mariacarla Boscono. Traub continues to oversee company operations in making the restaged brand a success on- and offline and around the world.



# LALIOUE

## OVERVIEW

Lalique is an iconic French brand of 130 years, known for its luxury crystal home décor, design and art pieces. Lalique boutiques command the most recognizable addresses in the world from Rue Royale to Rodeo Drive, and partners with hundreds of top retailers worldwide. It recently collaborated with world renown artists such as Pierre-Yves Rochon, Damien Hirst and Zaha Hadid. Today, the brand thrives to prolong the creative genius of Rene Lalique and endure as the ultimate symbol of French luxury.

## TRAUB ROLE

Traub was engaged as acting CEO of Lalique North America to restage the brand, improve operations and capitalize on its rich heritage and quality works of art. Working closely with the management team in Paris, Traub implemented new initiatives from re-thinking retail to executing unique marketing. This year's collaborations include private events at collectors' homes, new concepts with top design schools and showrooms, and sophisticated press & digital communication to elevate brand salience.







# SUGARPOVA

## OVERVIEW

Sugarpova is a premium candy and chocolate line that reflects the fun, fashionable and sweet side of international tennis sensation, Maria Sharapova. A long time candy lover with a surprising sweet tooth, Maria created her own candy business to offer a bite of premium, classic candy and chocolate in her own signature style at an accessible price point.

## TRAUB ROLE

Traub was retained by Maria Sharapova and her team to assume responsibility of all brand operations as well as develop a strategy for the expansion of the brand internationally and through new product extensions. Traub worked with Maria Sharapova and her team to update the branding, redesign her website, secure new distribution partnerships and develop and launch a line of premium chocolate. Going forward, Traub continues to oversee the growth of the candy business and explore new business opportunities for the Sugarpova brand.

## OUTCOME

Sugarpova celebrated its fourth anniversary in August 2016. The brand is distributed in over 30 countries and has partnerships with over 20 global distributors. Sugarpova sold over five million bags and experienced 50% growth in 2015. In August 2015, Sugarpova launched a successful pop-up at Bloomingdale's 59th Street in New York. In May 2016, the brand launched a line of gourmet chocolates at the Sweets and Snacks Expo held annually in Chicago. Sugarpova is projected to become a \$20 million brand by 2018.





# RUDSAK

## OVERVIEW

Inspired by the singularity of the Canadian landscape and the uniqueness of Montreal and its people, RUDSAK's design vision captures the essence of the diverse city, where European aesthetics, Canadians' ingenious adaptations of raw materials and a commitment to individuality intersect. Since 1994, RUDSAK has used elevated materials and craftsmanship to create original apparel that stands up to harsh conditions in style — clothing Canadians want to be seen in when they're out in the world and all of its weather.

## TRAUB ROLE

Traub was engaged to evaluate Rudsak's current business operations in Canada across all brands and channels of distribution. Following on-site visits and extensive diligence on the design process, merchandising, production, finance, operations and organizational structure, Traub presented its findings to the executive management team and communicated recommendations for optimizing current business operations in preparation for international growth. Traub was engaged in a second phase to work alongside the Rudsak team to implement the recommendations and improve business functions.

## OUTCOME

The RUDSAK customer experience has been completely transformed, including the launch of a new website, new store designs, improved merchandising and focused product design. Traub helped develop a product-focused organizational structure for the design and merchandising teams. As a result of the work performed, RUDSAK was able to optimize inventory levels, SKUs and product offerings. In addition, the adjustments to store formats resulted in improved visual merchandising and store performance.





## OVERVIEW

Rooted in the respected artisan skills of German craftsmanship, MCM (“Modern Creation München”) manufactures and designs superior quality bags and accessories for the world’s most seasoned travelers. MCM’s customers are cosmopolitan professionals who appreciate the essence of luxury, who are curious for the new and strive for perfection. Each MCM piece is personalized with a brass plate, the signature detail connects a number unique to each piece, connecting the owner directly with the artisan that made it. Founded in 1976, MCM has established itself as a global luxury brand through its timeless designs, unconventional creativity and rebellious, unexpected styles.

## TRAUB ROLE

Traub was retained by MCM to develop and execute a North American business strategy to expand the brand into the market through stand-alone retail stores and wholesale department store and specialty store channels. Additionally, Traub assisted in the identification and implementation of the Company’s international expansion strategy.

## OUTCOME

Traub advised MCM on the achieving the right product mix, merchandising assortment and brand positioning for the United States market. Traub directly hired and interfaced with designers, negotiated with wholesale partners and acted as the Company’s US office for five years. Traub assisted MCM in securing deals with several North American department stores and helped grow the business across all accounts. Internationally, Traub advised on various elements of MCM’s global expansion strategy.





## OVERVIEW

Founded in 1974, Patchi, is one of the leading luxury chocolate gift destinations of the world. Patchi's core markets consist of the Middle East and North Africa "MENA", and also has global operations spanning 20+ countries and ~160 chocolate retail boutiques around the world. Patchi is a vertically integrated company and as such offers unmatched presentation/ packaging capabilities.

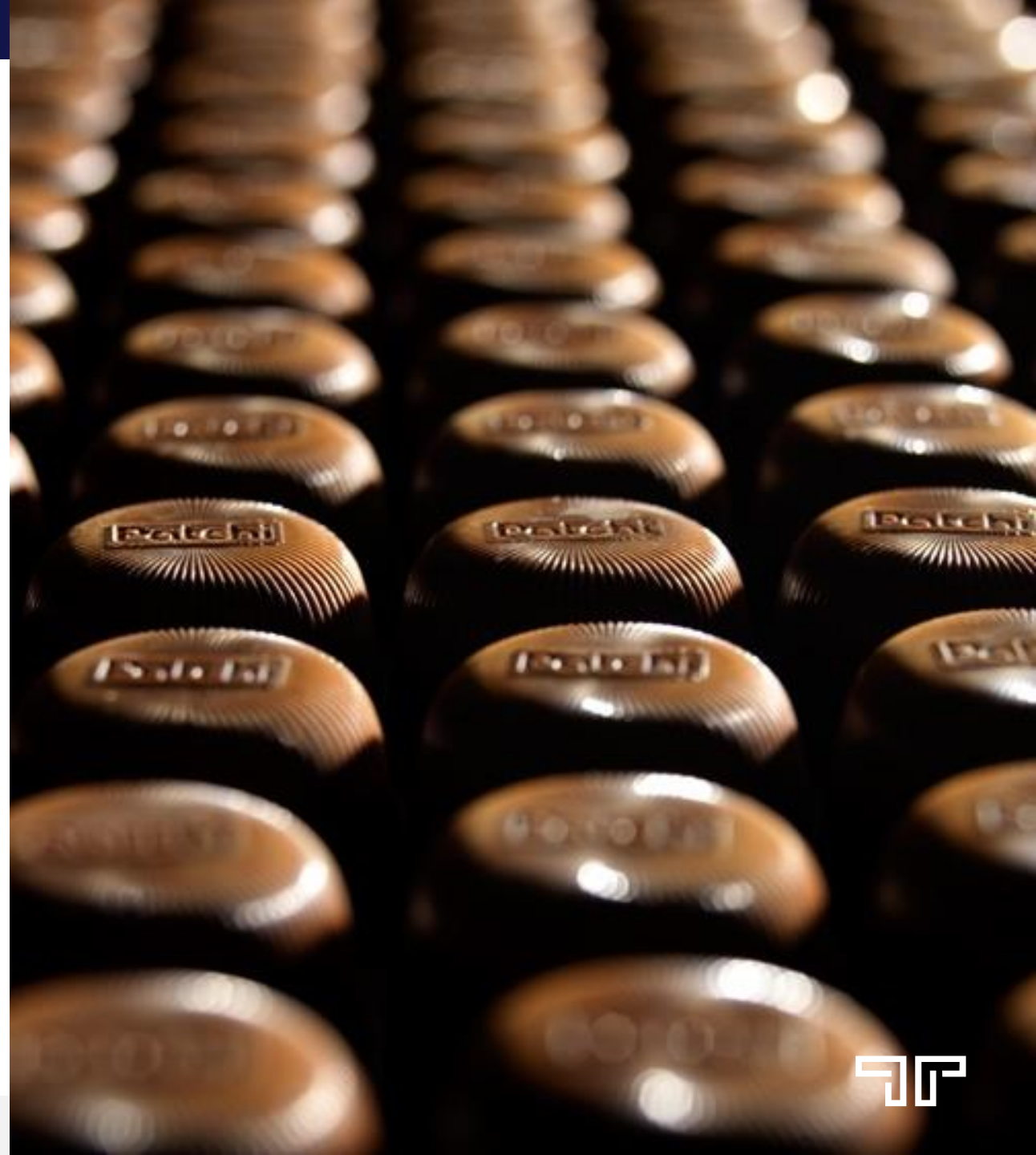
## TRAUB ROLE

Traub was engaged to conduct a strategic review, market study and business plan for an expansion strategy in the U.S. market. The engagement was structured into two Phases:

- Phase 1 consisted of a detailed 360 degree 5-year business plan for significantly growing the Company's presence in the U.S. market
- Phase 2 of the engagement, included Traub acting as the company's CEO with responsibility for implementation of the business plan

## OUTCOME

Traub successfully re-developed the infrastructure and supply chain for Patchi's new U.S. business. Traub then recruited the permanent Management Team for the Company to run the newly established Patchi U.S. business directly. The project was completed within the parameters of the business plan and the agreed upon timeframe.



# DL1961

## OVERVIEW

Launched in 2008, DL 1961 was founded in New York City with a mission to create “the perfect fitting jean,” using a revolutionary technology called XFIT LYRCAA fabric. The line is known for using the most technologically advanced fabrics in the industry to provide customers with an unparalleled fit, comfort, and shape retention. To ensure they have the highest quality denim, the Company controls all parts of the supply chain from sourcing the fibers and spinning the fabric to manufacturing and wash. DL 1961 offers lines for men and women and has amassed a celebrity following since its launch in 2009.

## TRAUB ROLE

Traub worked closely with DL 1961 since launch and was engaged to expand DL 1961 distribution in the U.S. and internationally through department store and specialty store channels. Traub reviewed existing wholesale accounts and identified potential new accounts domestically, and developed an international expansion plan. Subsequently, Traub was re-engaged to help the Company launch the men’s collection.

## OUTCOME

Traub and its operating partners strengthened DL 1961’s existing relationships with Bloomingdales and significantly grew the number of doors. Traub placed the brand in Nordstrom, Neiman Marcus, and Saks Fifth Avenue and helped the business grow in the respective accounts. Additionally, Traub successfully launched the men’s collection in the department store channel.



# VALUE RETAIL®

## OVERVIEW

Value Retail specializes in the exclusive creation and operation of luxury outlet shopping destinations, the Village Collection in Europe and China. The Villages are international shopping destinations for global visitors, providing guests with an unparalleled outlet shopping experience. Value Retail serves the world's leading brands through a unique retail proposition in nine key European tourism markets as well as two key markets in China. Each Village offers brands exceptional growth, the development of new markets and an introduction to new customers. Value Retail delivers consistently improving performance, striving to build and maintain long term partnerships with the brands it serves. It is pioneering a new retail experience, redefining outlet shopping both for the world's leading brands and for the discerning global shopper.

## TRAUB ROLE

Traub has been an advisor to Value Retail for over 8 years, advising the Company on the merchandising and leasing of several of their European Villages, including two of their most successful locations, Bicester Village outside of London and La Vallée outside of Paris. Traub works with senior executives of leading brands to secure and nurture strong relationships with The Villages, ensuring brand productivity and maximum performance. Traub also helps define the positioning of several projects as well as the merchandising mix. Most recently, Traub is working on Value Retail's latest projects, Suzhou Village which opened in May of 2014 and Shanghai Village, located adjacent to the Shanghai Disney Resort, opening in Spring 2016.

## OUTCOME

Traub has supported Value Retail for over a decade as its business development partner. Their focus on placemaking and experience have caused Value Retail's Villages to be widely recognized as the best performing shopping centers in the world in terms of sales densities. The Collection of Villages, since its beginning with Bicester Village in 1995, has delivered double digit gross sales growth each year. In 2014 the Collection of Villages in Europe attracted 32.5 million visits. Traub is proud to have played its part in supporting Value Retail's message of holding steadfast to their mission of delivering their retail theater within world-class travel retail destinations.





# HUDSON YARDS™

NEW YORK

## OVERVIEW

Related Companies is the most prominent privately-owned real estate firm in the US. Once complete, the Hudson Yards project will be the largest privately owned real estate development in the US and a new landmark in New York City. At the point where the High Line meets the expansion of Midtown lies Hudson Yards: a 12.7 million square foot development with one million square feet dedicated to retail. Hudson Yards will be a mixed use space with residential, offices, retail, parks and over half the project open to the sky. It will feature the first Equinox hotel, a culture shed for high profile events and concerts, the tallest observatory deck in the city and an innovative retail floor dedicated to emerging digitally native brands. Famed British designer Thomas Heatherwick has also created a honeycomb-like structure acting as the centerpiece of New York's new neighborhood.

## TRAUB ROLE

Traub is engaged to secure brands for the innovative retail floor dedicated to digitally native brands. Traub is active in sourcing these new brands and supporting them across a variety of functions such as store design, staffing and operations. Many of these brands will showcase their first ever physical retail space here at Hudson Yards. Traub works closely with these brands in ensuring their physical retail presence will be engaging and innovative.



# THE SHOPS AT COLUMBUS CIRCLE

TIME WARNER CENTER

## OVERVIEW

The Time Warner Center is an award-winning iconic project recognized worldwide as a premier urban destination. The upscale destination features luxury retail, condominiums, restaurants featuring world-renowned chefs Thomas Keller, Masa Takayama, Michael Lomonaco, Marc Murphy and nightlife entrepreneur Rande Gerber, Jazz at Lincoln Center and the Mandarin Oriental Hotel. It is a 2.8 million square foot mixed-use center with 500,000 square feet of retail space.

The Shops at Columbus Circle houses over 40 specialty retailers, a 60,000 square foot Whole Foods Market, a 40,000 square foot Equinox Fitness Club, making it the city's most stylish and sophisticated destination.

## TRAUB ROLE

Traub was engaged to secure luxury tenants including a Hugo Boss flagship store, Cole Haan, Coach, Stuart Weitzman and Armani Exchange, among others. Our team assisted with layout, mix and flow of retail, as well as the launch event and marketing initiatives.

## OUTCOME

Retail sales and gross margin exceeded an aggressive plan and reached profitability within one year. The Time Warner center has over 15 million visitors and retail sales of over \$1,500 per square foot.







## OVERVIEW

Gulf Related is a regional real estate development venture, the result of a collaboration between Gulf Capital, one of the region's leading alternative asset management firms, and Related Companies. Related Companies is the most prominent privately-owned real estate firm in the U.S.. Gulf Related leverages its founding partners' financing capabilities and robust real estate planning, development and management pedigree to spearhead premium projects, including The Galleria and Al Maryah Central on Abu Dhabi's Al Maryah Island. Al Maryah Central and The Galleria take center stage in this bustling, upmarket community that will soon be the most dynamic and sophisticated place to shop, dine, meet, and enjoy the city.

## TRAUB ROLE

Traub helped forge the partnership between Gulf Capital and Related, the emerging entity being Gulf Related. Traub was retained as the exclusive retail advisor to Gulf Related in order to identify and help develop large-scale mixed-use retail developments in the Middle East. Traub served as advisor to Gulf Related on the design, merchandising and leasing strategy for The Galleria and Al Maryah Central. The opening of Al Maryah Central in 2019 will mark the completion of the final phase of the comprehensive retail vision for Al Maryah Island. Traub worked with the team to define the tenant mix, execute the leasing strategy, conduct outreach to franchise partners and analyze the project's rent roll assumptions and pro forma.

## OUTCOME

Together, The Galleria and Al Maryah Central will be among the most pre-eminent real estate destinations in the Middle East, with a unique collection of international brands and premium tenants. The Galleria was oversubscribed with tenants vying for space in Abu Dhabi's new luxury project and it continues to be an iconic destination. The second phase of the project, Al Maryah Central, will open in 2019 and bring a cumulative ~2MM SF of retail to the project. It will be home to 395 retail stores, a 20 screen cinema, 145 food & beverage outlets, three food halls, a family entertainment center and a sports world. Traub has successfully assisted in securing key anchors for Al Maryah Central and continues to advise Gulf Related as the project progresses.



### THE GALLERIA AL MARYAH ISLAND

Opened in 2013, The Galleria features 360,000 SF of carefully curated premium brands and restaurants. The iconic waterfront promenade activates the upscale shopping experience anchored by the Rosewood and Four Seasons hotels and an unparalleled collection of signature restaurants and branded cafes, creating the luxurious destination that is The Galleria.

### AL MARYAH CENTRAL

Opening in 2019, Al Maryah Central will be the regional shopping destination in Abu Dhabi's new dynamic urban lifestyle hub, Al Maryah Island. Connected to the Galleria via a network of concourses, the combined 2.8 million SF project will offer all of the expected merchandise available in a regional shopping mall with Al Maryah Central positioned and being leased as a broad offering of moderate to premium brands.



## OVERVIEW

The Al Tayer Group (ATG), based in Dubai, is one of the leading retailers in the GCC. Including its retail vertical, ATG is comprised of five companies and 8,800 employees (automotive, engineering & contracting, distribution, services, investments and partnership). ATG is the operating partner for 60 global leading retail brands across 12 countries including Macy's, Bloomingdale's, Harvey Nichols, Gap, Coach, Banana Republic, Crate & Barrel, Gucci, Prada, Armani, Bottega Veneta, Saint Laurent, among others. ATG has over 1.1MM SF of GLA across 200 retail stores. Globally, ATG is the #1 franchise boutique for Jimmy Choo, Thomas Pink, Alexander McQueen and Gap. Bloomingdale's Dubai is one of the premier department stores in Dubai and the first Bloomingdale's store outside the U.S. The store, in the Dubai Mall, is 200,000 SF of upscale retailing that includes a 50,000-square-foot home store and Magnolia Bakery, the first of the iconic bakery's stores to be located outside of New York. Harvey Nichols is a leading upscale department store with several unique specialty areas, including a personal shopping suite, spa services, Beyond Beauty as well as a Juice Bar and other food market concepts. Harvey Nichols Dubai, located in the Mall of Emirates, is 140,000 SF and the largest Harvey Nichols store outside the U.K. Macy's Abu Dhabi, opening in 2018, is one of the key anchor department stores at Al Maryah Central and the first Macy's store outside the U.S. The four-level store will be a highly anticipated new retail experience that will be a major regional shopping destination. The project will also be home to Bloomingdale's second store in the UAE.

## TRAUB ROLE

ATG has been a client of Traub's for 12 years. Traub advises Al Tayer on business optimization, business development and its department store strategy. Traub acts as the Al Tayer Group's New York City office and is currently providing guidance in the implementation of a revised organization structure for Al Tayer Retail to support its future growth plans. Traub also serves as ATG's department store strategy mentor, supporting all aspects of the current business (merchandising, planning, operations) and advising on strategic decisions and projects. Traub works with Al Tayer to securing franchise/JV partnerships with brands as well.

## BRANDS SECURED BY TRAUB



# ORCHARD M I L E

## OVERVIEW

Launched in October 2015, Orchard Mile is the first fashion platform that allows women to shop the full collections of their favorite luxury and contemporary brands' sites, updated daily, in one place, with one checkout. Orchard Mile partners directly with brands and acquires customers through its "digital mall" format and innovative omni-channel activations in exchange for a revenue share. Designers experience mono-brand economics, but with multi-brand traffic and conversion - the best of both worlds.

## TRAUB ROLE

As a founding partner, Traub is an ongoing advisor to and investor in Orchard Mile. Traub works with Orchard Mile on brand acquisition, partnership development, marketing, corporate finance and a variety of growth strategies online and offline.

## OUTCOME

Orchard Mile has signed over 90 brand partners for the platform and continues to add brands weekly, including a partnership with one of the leading luxury department stores in the US. Orchard Mile was selected as one of few start-up companies to be featured the Luxury Lab at LVMH's Viva Technology conference in Paris this summer and was announced by Interbrand as one of their six global "breakthrough brands".



# KNOT STANDARD

## OVERVIEW

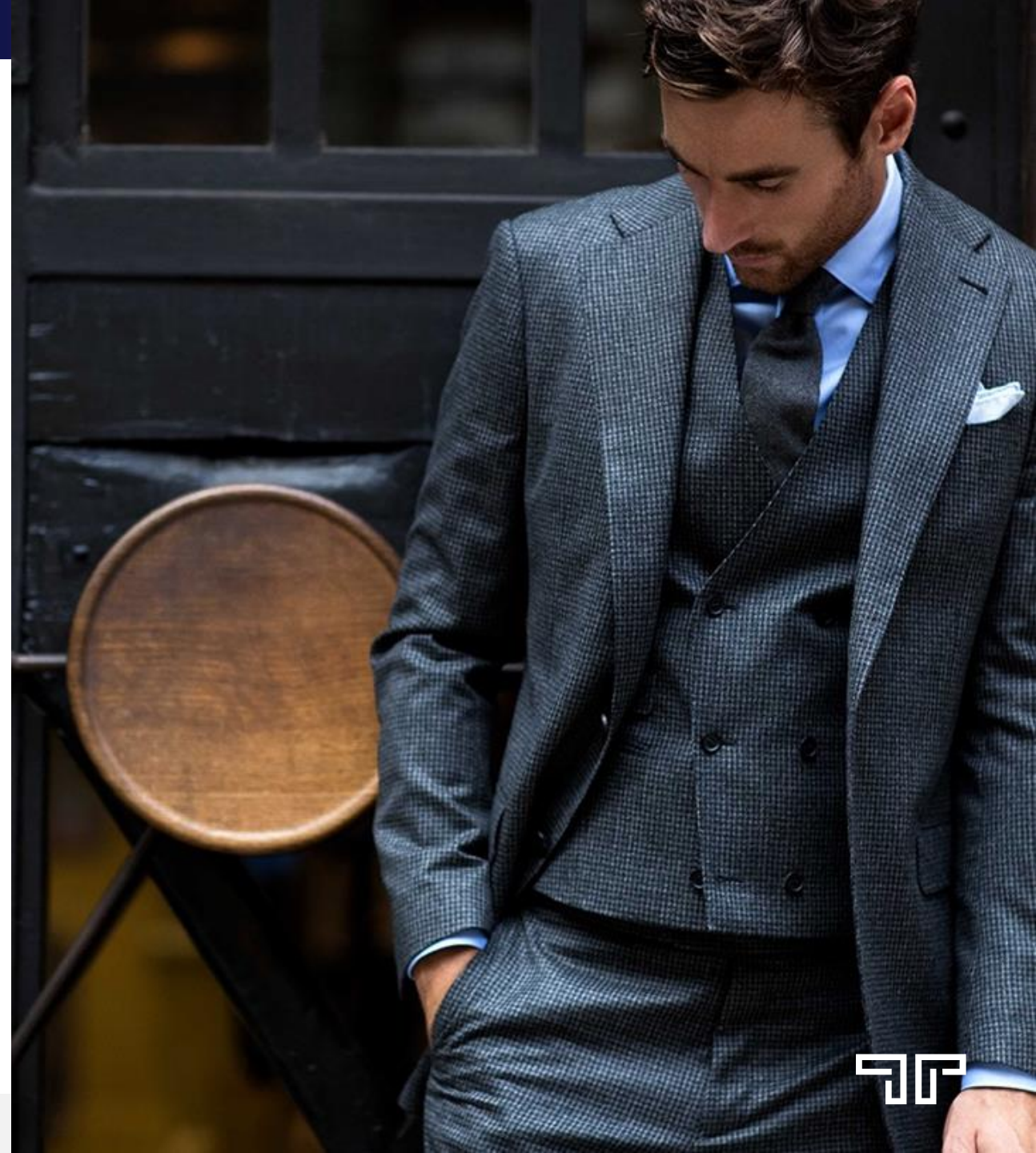
Founded in 2010, Knot Standard is the premier custom menswear company in the U.S., creating luxury custom suits, shirts, pants, outerwear, and casual clothing. The Company sells premium custom-made men's clothing online, in eight worldwide showrooms with personal stylists, and most recently in Bloomingdale's 59th Street in New York. Using innovative technology to obtain the perfect measurements and a global infrastructure of digital tailoring, Knot Standard provides bespoke men's clothing at attainable prices and ensures a perfect fit every time.

## TRAUB ROLE

Traub is an ongoing advisor to and active strategic investor in Knot Standard, assisting the Company with all business development and optimization initiatives. Traub has supported the Company to continue expanding its brick-and-mortar presence while also streamlining the Company's e-commerce offering.

## OUTCOME

Knot Standard has been named the fastest growing menswear brand in the Inc. 5000 list for the last three years running. The Company launched a revolutionary online shopping experience with its Virtual Design Studio in 2017. Traub helped introduce and facilitate a partnership between Knot Standard and Bloomingdale's. Since then, they have opened the first ever custom menswear shop-in-shop in the Flagship Bloomingdale's location on 59th Street in New York City and a second location in Chicago.



## IN THE KNOW

Because we work across so many aspects of the industry and with so many brands and companies, we are frequently asked to comment on what's happening and what it means.

**Bloomberg**

BRUNSWICK

Entrepreneur

The Industry of Finance  
**BOF**

**FT** FINANCIAL  
TIMES

**Forbes**

G L O S S Y

**WWD**



*The lines are starting to blur.*

*It's not about old versus young, big versus small, online or offline. Across the board, it's brands that are seen as authentic, as embracing and embodying a set of values, and communicating directly with global consumers that are succeeding today."*

**MORTIMER SINGER**

CEO, TRAUB

Brunswick, October 2018



**FOR OUR POINT OF VIEW  
ON WHAT'S NEW AND  
WHAT'S NEXT...**

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 **Podcast**

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