



ORESA
EXECUTIVE SEARCH

Case Study

joules

£45m to £80m
in JUST 3 YEARS



- **THE BUSINESS**

Joules Clothing is a multichannel lifestyle retailer with strong British heritage. Famous for its equestrian background and quirky take on country style, the company is known for its use of design, colour and detail in both its clothing and homeware ranges.

Joules is sold both in the UK and internationally, through multiple channels including over 70 UK outlets, a website, mail order and wholesale distribution.

Tom Joule took the business over from his father in 1994 and is CEO.

- **THE CHALLENGE**

In 2009, Tom saw that the company was facing many of the challenges of a fast-track business. With growth running at 40% year on year, he recognised that if Joules Clothing was to fulfil its potential he needed to make changes across the business.

Many of the areas that he identified as requiring change were in process and systems but, most importantly, Tom wanted to align the internal talent and organisational structure with his plans for the future. He needed experienced and inspirational management that could turn the founding visions of the Joule family into a credible business model, ensuring long-term profitable growth.

With this vision firmly in place, Tom asked ORESA to work with him to develop the organisational structure, and to recruit a team that would enable him to maintain the momentum of the growth already achieved.

- **THE SOLUTION**

After reviewing the business, internal structure and the team, ORESA set to work.

An interim Non-Executive Chairman was recruited, while competitor and market intelligence was used to draft organisational development plans.

ORESA's MD Orlando Martins worked with Tom and his non-executives to interrogate the needs of the business and finalise the organisational development plan. Job descriptions were put together and finally ORESA recruited an Executive and Operational Board, as well as functional experts and vertical teams.



Key recruits included the COO, who has since been promoted to MD to lead the strategic aims of the business. An HR Director has been put in place to lead the cultural and people changes required, and functional experts such as the Marketing Director and Director of Direct have also bolstered the management team.

- **THE RESULTS**

By restructuring and bolstering its senior management team, Joules grew its turnover from circa £45m turnover in 2009 to nearly £80m with an EBITDA of £7.4m in its 2012 financial year.

The retailer continues to expand in both the UK and international markets.

Tom Joule has credited the work of the team, in particularly the operational board and senior leadership, for the continued growth of the business in a difficult trading environment. He credits ORESA with helping him understand his internal talent to see what was possible, and recruiting the team that is now delivering his vision.

- **CONTACT US**

When you have ambitious growth plans and need the right people to make your vision a reality, please get in touch for a confidential discussion. Phone +44 (0) 203 675 1459 or email Orlando Martins at orlando@oresa.co.uk

“I provided ORESA with a brief and they exceeded my expectations, enabling me to understand my internal talent capability and see what was possible, and then recruited the team that is now delivering my vision.”

Tom Joule, CEO, Joules Clothing