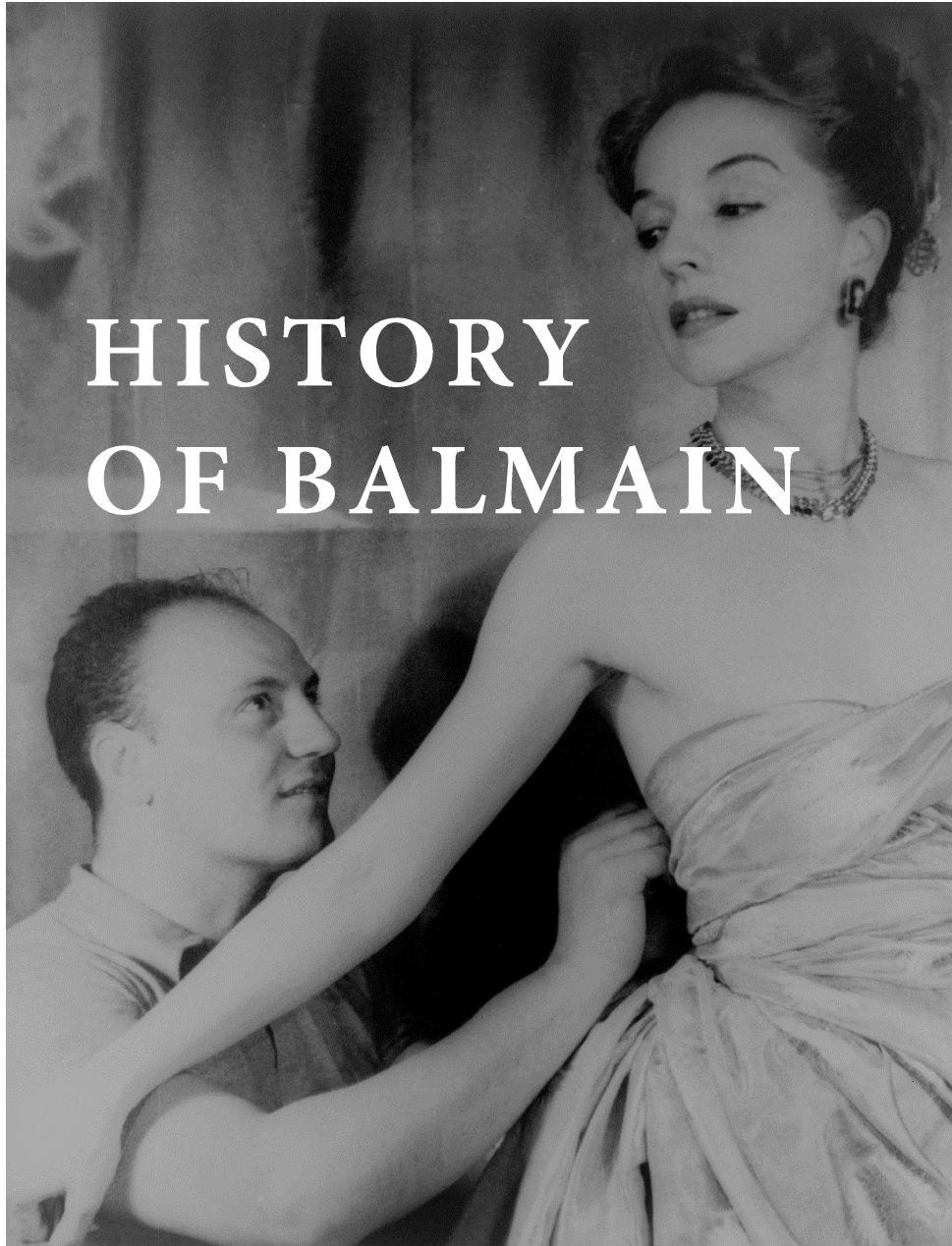


THE CASE OF
BALMAIN
PARIS



1945

Pierre Balmain founds the Balmain Brand

1982

Pierre Balmain dies

1993

Oscar de la Renta leads the brand

2002

as its creative director

2004

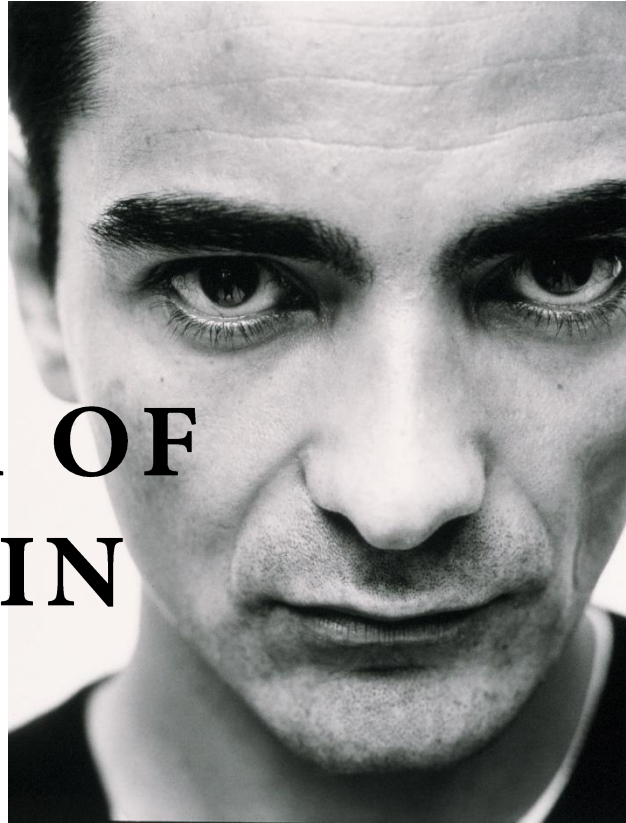
Balmain files for bankruptcy protection

2005

Christoph Decarnin is appointed as the new creative director of the brand

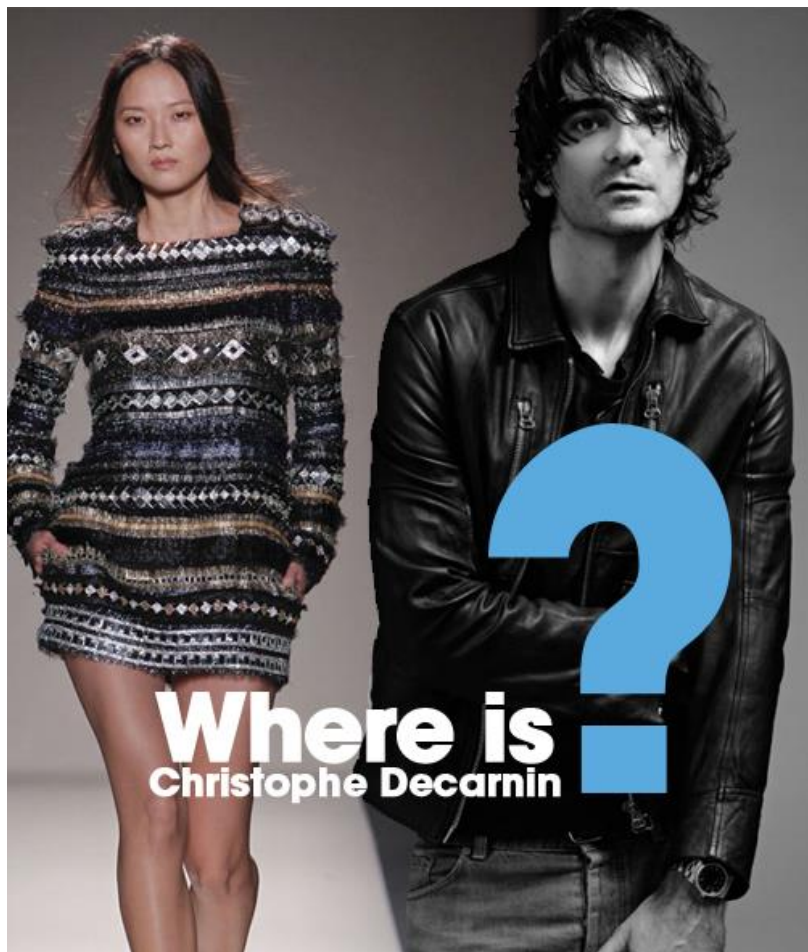


THE ERA OF DECARNIN



Decarnin has revitalized the brand and brought back financial gains

- Completely disregarded the legacy of Pierre Balmain
- Increased fan base including celebrities
- Introduced menswear



2011

March:
Decarnin fails to attend latest fashion show

Rumours around Decarnin's health problems, and supposed conflicting views with Balmain's management start circulating

2011

April:
Announcement of the end of collaboration between Balmain and Decarnin

How is the position left by Decarnin to be filled?

Weigh all options that Balmain is facing in this decision by their benefits and risks.

A fashion runway scene with two models walking. The image is dark with a white border and a central text overlay. The models are wearing dark, possibly black, outfits. The runway floor has a diamond-shaped pattern. The background is dark and out of focus.

HIGH FASHION INDUSTRY

FACTORS TO CONSIDER

Scope of responsibility

Only creative, or also strategic responsibility?

The fit of the candidate

Alignment to the Brand Core Values?

Leadership abilities

Skills to lead? Visionaire?

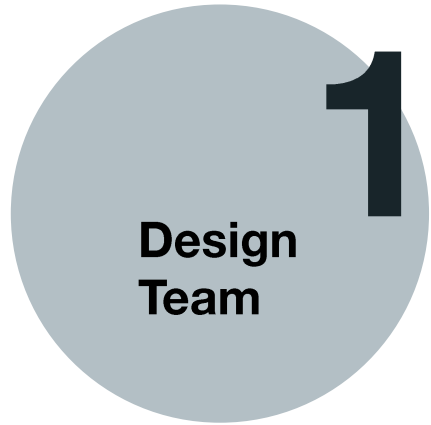
Level of dependency

How influential can the chosen option become?

Costs of appointment

Salary, costs of possible changes of the design studio, retail stores' design, communications...

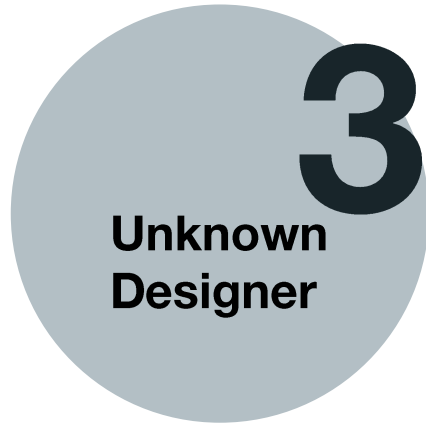




- **Internal Recruitment**
- Group of longstanding experts in their respective field
- No famous personalities
- A dedicated team of international designers working together collaboratively without anyone standing out



- **Internal Recruitment**
- 24 years old
- Not famous
- Worked for Balmain for the last 3 years
- Outspoken, charismatic, socialite, tech-savvy



- **External Recruitment**
- 25 years old
- Not famous
- Recently finished fashion school and won several design competitions
- Passionate, idealistic, ambitious



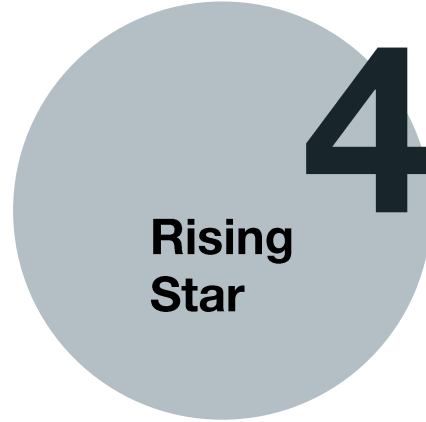
1
**Design
Team**



2
**In-House
Recruitment**



3
**Unknown
Designer**



4
**Rising
Star**



5

- **External Recruitment**
- 29 years old
- Popular in the industry
- Runs his own fashion brand
- Quiet, understated, likes to stay in the background
- Has contacts to big international celebrities



- **External Recruitment**
- 55+ years old
- Popular in the industry and beyond
- Extensive portfolio of creative director positions held within luxury fashion houses
- Confident, focused, eye for detail, arrogant
- Affiliated with a wide array of celebrity friends

FURTHER TO CONSIDER

**What are Balmain's main issues
as a result of Christophe Decarnin leaving?**

**If strategic marketing and communications are part of the job:
What sort of personality traits are needed? Is personality important?**

What is the possible impact on the reputation?

1

Design Team

- **Internal Recruitment**
- Group of longstanding experts in their respective field
- No famous personalities
- A dedicated team of international designers working together collaboratively without anyone standing out

2

In-House Recruitment

- **Internal Recruitment**
- 24 years old
- Not famous
- Worked for Balmain for the last 3 years
- Outspoken, charismatic, socialite, tech-savvy

3

Unknown Designer

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Rising Star

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5

Star Designer

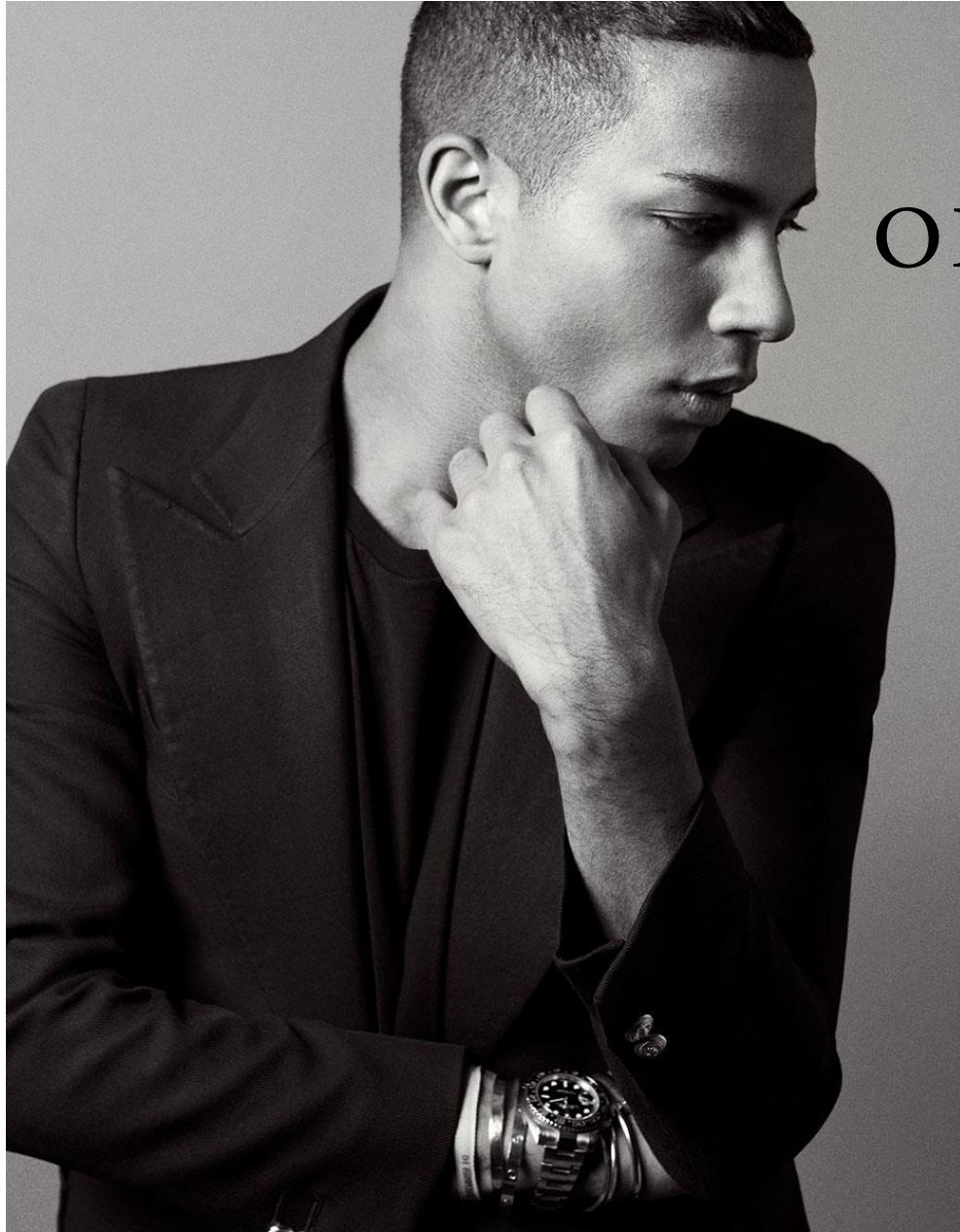
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DECISION

A row of white hangers on a wooden rod against a light gray background. The hangers are arranged in a line, and the rod is positioned horizontally. The background is a solid, light gray color. The word "DECISION" is written in large, bold, white capital letters across the center of the image.

	Option 1: Design Team	Option 2: In-house recruitment	Option 3: Unknown designer	Option 4: Rising star	Option 5: Star designer
<i>Alignment to the Brand</i>	H	H	L/M	L/M	L/M
<i>Level of Brand Responsibility</i>	L	M/H	L	H	H
<i>Ability to lead the Brand into Future</i>	L	H	M	H	H
<i>Potential Brand Dependency</i>	L	M	M	H	H
<i>Possible Long- Term Solution</i>	L	H	M	M	M/H
<i>Costs of Appointment</i>	L	M	M	M	H

	Option 1: Design Team	Option 2: In-house recruitment	Option 3: Unknown designer	Option 4: Rising star	Option 5: Star designer
<i>Alignment to the Brand</i>	H	H	L/M	L/M	L/M
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<i>Potential Brand Dependency</i>	L	M	M	H	H
<i>Possible Long- Term Solution</i>	L	H	M	M	M/H
<i>Costs of Appointment</i>	L	M	M	M	H



OLIVIER ROUSTEING

- April 26th, 2011:

Olivier Rousteing was appointed as Creative Director

- Rousteing was appointed despite his low profile, age and ethnicity
- Increase in global brand awareness and targeting of a new, young audience



THE BALMAIN ARMY





THE BALMAIN ARMY





THE BALMAIN ARMY



*“When we appointed him,
we were expecting an evolution,
but not a revolution”*

Emmanuel Diemoz,
former CEO of Balmain

CONCLUSION

Fashion industry is unpredictable.

**What can brands do to protect themselves
from dependency on those powerful leaders?**