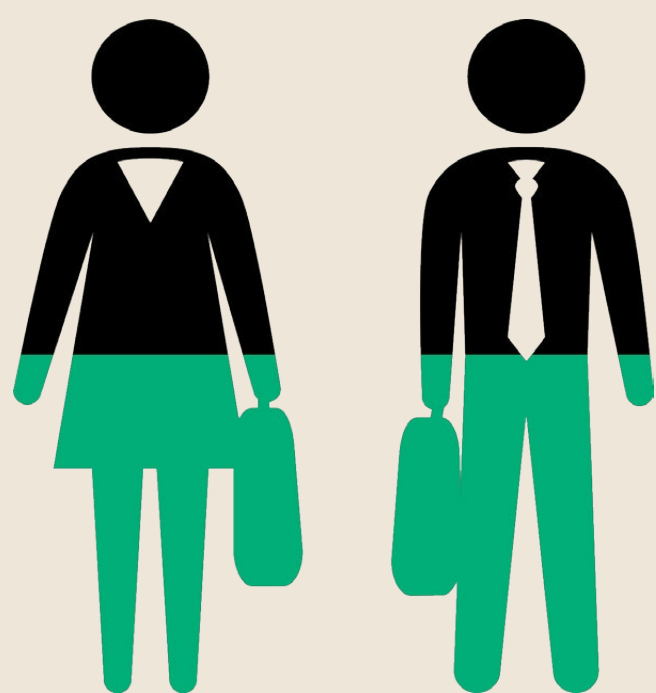


REFRAMING YOUR BOARD AND C-SUITE

This year's CEO Summit focused upon reframing retail. With these changes, come adjustments in the skills needed in the Board Room and C-Suite. WWD partnered with Berglass+Associates to develop a questionnaire asking your input on what changes should occur.

IN THE NEXT 5 YEARS

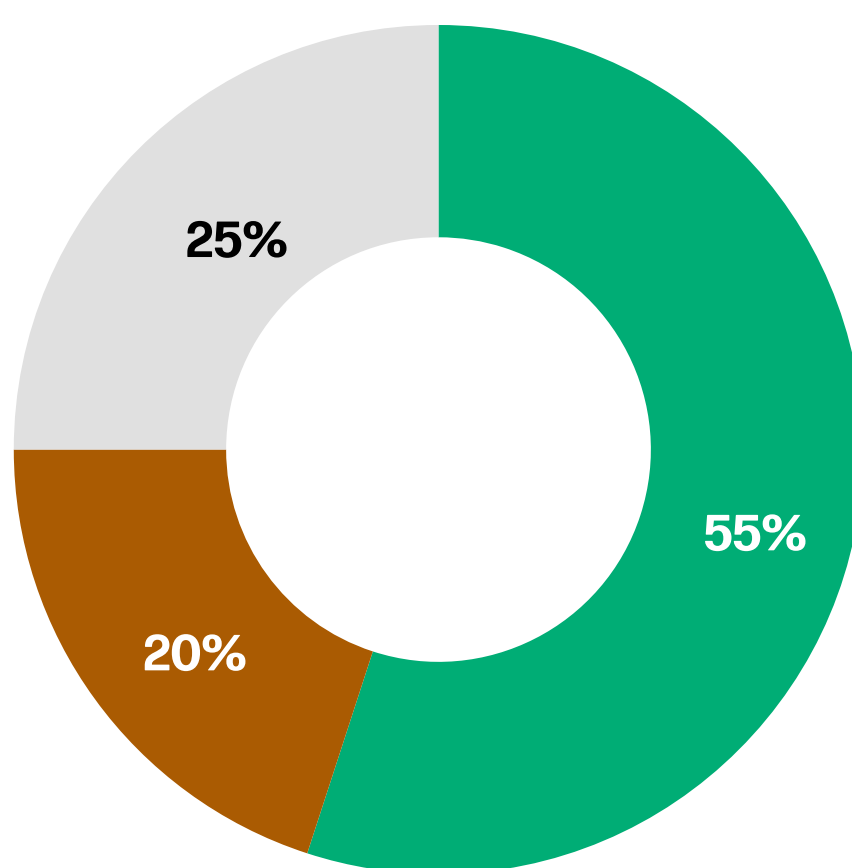


50%

Believe the role of the retail CEO will change and more will be required to have strategic and proven digital track records

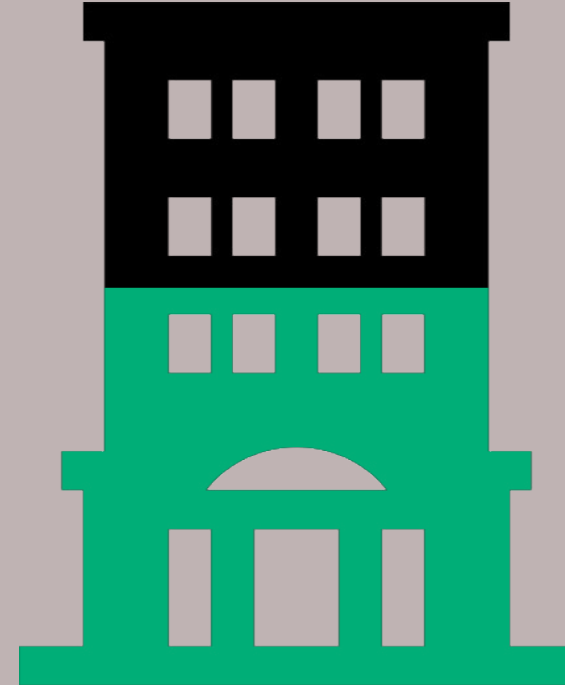
AS YOU ADD EXECUTIVE LEADERSHIP AND TALENT FROM OUTSIDE THE RETAIL INDUSTRY, WHERE SHOULD IT COME FROM?

- The Digital Universe
- Other "Soft" Consumer Goods Companies
- From Hospitality and Restaurants



57%

Consider the biggest challenge facing C-Suite leaders today to be the "art" of balancing in-store and digital presence



HOW DO YOU SEE THE ROLE OF THE CHIEF MARKETING OFFICER CHANGING?

They will be required to learn more about Millennials' point-of-view on fashion

35%

Marketing duties will include all aspects of the in-store experience as well as the digital experience

49%

CMO positions will emerge as a direct path to the CEO office

16%

AS THE FASHION APPAREL & RETAIL LANDSCAPE SHIFTS, HOW DO YOU SEE THE COMPOSITION OF CORPORATE BOARDS CHANGING?

More leaders & executives from outside industries

45%

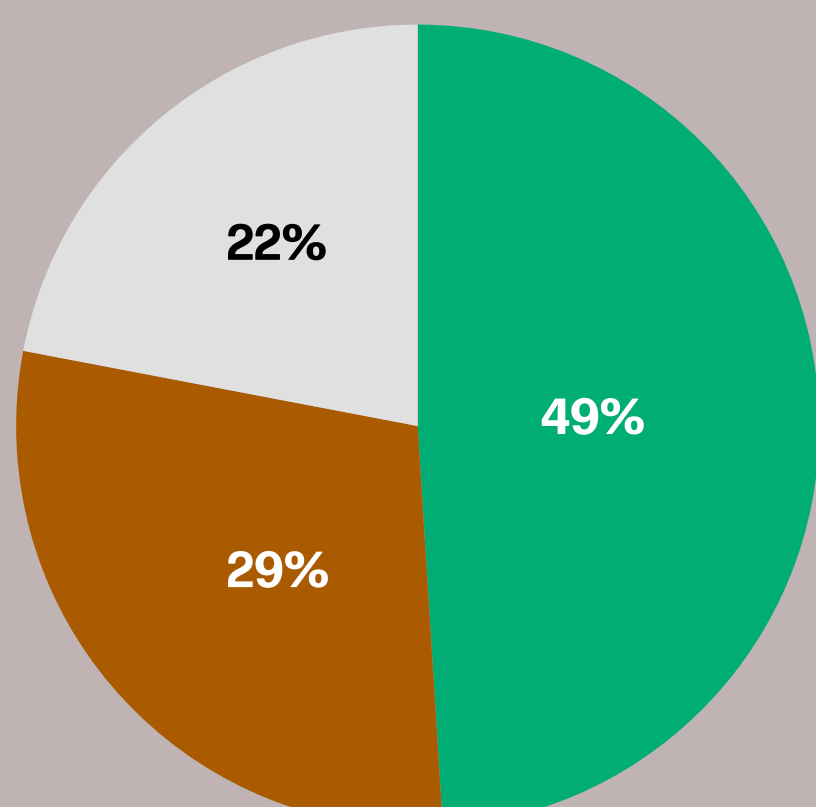
More executives with strong digital backgrounds

49%

Fewer retail executive retirees

6%

WHILE PRODUCT INNOVATION REMAINS A PRIORITY, HOW DO YOU SEE THE ROLE OF YOUR MERCHANTS CHANGING?



Merchants will be required to spend more time with shoppers

Merchants will be required to learn more about Millennials' POV on fashion

Merchants will be more actively involved with other members of the C-Suite

POWERED BY

berglass + associates

*Source: 110 respondents at the 2016 WWD Apparel & Retail CEO Summit