



PierceGray

Position Profile

**Vice President of Global
Trade**

lululemon athletica inc.

Prepared by PierceGray, Inc.

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Overview

Founded in 1998, lululemon athletica inc. pioneered a new category of activewear and athletic apparel, pairing distinctive product innovation capabilities with a unique culture of empowerment in store operations. The result has been a strong connection with guests and communities, as well as dramatic growth in revenues, from \$453 million (2009) to \$1.8 billion (2014). As the company readies itself for the next phase of growth, it is seeking to hire a Vice President of Global Trade. The role is charged with leading lululemon's global trade program to support and optimize the company's growth and financial objectives. The ideal candidate will possess: (1) expert-level knowledge in trade compliance in the apparel industry, particularly in the import of internationally produced products into North America; (2) hands-on experience scaling and leading trade compliance operations in businesses of appropriate scale and complexity; and (3) experience working cross-functionally with business unit, sales, legal, finance, sourcing, and logistics leaders to develop and implement trade strategy, policy, and process in a high-growth environment. The position reports directly to the Senior Vice President, Global Distribution and Logistics and is based at lululemon's headquarters in Vancouver, British Columbia.

The Company

At a Glance



lululemon athletica inc. is a designer and retailer of athletic apparel and accessories for women, men, and female youth. The company's apparel lines include fitness pants, shorts, tops, and jackets for healthy lifestyle activities, such as yoga, running, and general fitness. Its fitness-related accessories include bags, socks, underwear, yoga mats, and water bottles. The company was founded in 1998 and is headquartered in Vancouver, Canada. In the last five years, company revenues have grown from \$453 million (2009) to \$1.8 billion (2014). The company is publicly traded (NASDAQ: LULU) and has a market capitalization in excess of \$7.5 billion (9/15/2015).

Operations

The company sells its products through corporate-owned and operated retail stores, direct to consumer through e-commerce websites, and through a network of strategic sales channels, such as premium yoga studios, health clubs, and fitness centers. As at the end of 2014, the company operated 300 stores in the United States, Canada, UK, Singapore, Australia, and New Zealand under the lululemon athletica and ivivva athletica brand names. The company's distribution operations include 700,000 square feet of facilities across North America, Europe, and Asia.

Culture

The company's mission is "creating components for people to live longer, healthier, fun lives." A strong company culture has undoubtedly been core to lululemon's growth. In particular, lululemon has developed a guest-centric ethos in its retail stores focused on authenticity and education. The company also emphasizes decentralized store leadership, with all lululemon locations having strong ties to their local communities and hosting in-store events ranging from goal-setting workshops to complimentary yoga classes led by community ambassadors.

Leadership

In early 2014, lululemon appointed Laurent Potdevin as CEO to drive the next phase of growth and expansion while cultivating the company's purpose-driven culture. Mr. Potdevin comes to lululemon having most recently served as President of TOMS Shoes, the iconic mission-driven footwear company that he led through a global expansion. lululemon's CFO, Stuart Haselden, who joined in early 2015, was previously CFO of J.Crew, where he helped lead a transformation in operations and financial performance.

The Position

Background

To capture the benefits of its current scale and prepare for future growth, lululemon is working to upgrade its operations and supply chain capabilities. The company recently completed an end-to-end supply chain assessment with a major consultancy, and the leadership team has committed to a margin improvement roadmap involving a broad portfolio of supply chain initiatives. To help lead this agenda, the company is seeking a Vice President of Global Trade, reporting to the SVP, Global Distribution and Logistics. The position will be based at lululemon headquarters in Vancouver, British Columbia.

Summary

The Vice President of Global Trade will oversee the development and execution of customs strategy and operations for lululemon, including a) global customs compliance; b) C-TPAT / PIP compliance; c) First Sale programs; d) trade policy; and, e) support of international expansion. The position is responsible for the continuity of product flow within all relevant government agencies both inside and outside of North America. The role will build the company's long term trade strategy based on existing and future legislation that allows the company to maximize its financial results and monitor trade legislation, assess and communicate risks, and execute mitigation plans.

The Vice President of Global Trade will lead relationships with respected trade organizations, lobbying groups, and legal firms to ensure the company's interests are represented. He/she will be the subject matter expert on all areas related to trade compliance and partner closely with key departments in the organization such as Logistics, Distribution, Sourcing, Finance, Internal Audit and Legal. The role will work cross functionally with internal stakeholders as well as external vendors (customs brokers, freight forwarders, outside counsel) to ensure timely and cost effective delivery of tens of thousands of shipments annually.

Responsibilities

- Develop and maintain international trade compliance policies, procedures, SOP's and audit programs in accordance with governmental guidelines
 - Develop and lead all trade classification programs to ensure compliance and maximize benefits
 - Manage company C-TPAT and PIP certifications; establish protocol for reasonable care, diligence and record retention
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Responsibilities (cont'd)

- Manage and build relationships with outside counsel and brokers. Partner with trade associations to stay abreast of key industry developments
 - Manage and build relationships with brokerage firms and full-service logistics providers
 - Lead corporate strategy for international trade covering compliance, risk management, cost and valuation. Develop requirements for new market entry
 - Develop robust metrics and systems to analyze and monitor compliance and spend; manage global duty drawback programs
 - Partner with Sourcing to maximize global duty benefits based on country of origin and product classifications.
 - Identify any risks to compliance in both import and export areas such as valuation, classification, duty drawback etc.
 - Seek and develop opportunities to expand First Sale and free trade agreements, closely monitor and report on programs currently in place. Forecast and deliver targeted savings
 - Understand transfer pricing and relevant tax implications
 - Provide support for international new market entry
 - Inspire, educate, lead and develop a team and establish value-based relationships with key outside partners
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The Candidate

Overview

The ideal candidate will possess: (1) expert-level knowledge in trade compliance in the apparel industry, particularly in the import of internationally produced products into North America; (2) hands-on experience scaling and leading trade compliance operations in businesses of appropriate scale and complexity; and (3) experience working cross-functionally with business unit, sales, legal, finance, sourcing, and logistics leaders to develop and implement trade strategy, policy, and process in a high-growth environment.

Key Attributes

- At least 15 years of global trade experience in well-respected organization, with at least five years in the apparel industry
 - Detail-oriented. Able to create infrastructure and develop global trade strategy
 - Expert-level financial, quantitative, and analytical skills; and experience with business and supplier performance reporting
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- Experience building an agile and high performing team in a rapidly growing environment
 - Experience in multi-functional or multi-BU project setting; able to facilitate teamwork across corporate boundaries
 - Strong communications and project management skills, including stakeholder-, timeline-, and meeting management
 - Embraces fact-based decision making; naturally seeks to leverage market data, spend analytics, and cost modeling
 - Able to navigate matrix-based corporate environments and build credible relationship with critical business partners
 - Able to influence others through both direct and indirect networks; a consensus builder and change agent
 - Excellent communication skills, including written, verbal and presentation skills; comfortable and credible with both internal stakeholders and external audiences
 - A flexible, dynamic, self-demanding and proactive individual; able to motivate him/herself and others; a natural bias for action and the ability deal with ambiguity
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Other Qualifications

- Bachelors degree required; MBA preferred
 - Licensed Customs Broker preferred
 - Able to travel internationally and lead internationally deployed teams
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Additional Information

If you have any further questions or would like to be considered for this role, please contact:

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