

# BUSINESS

Compiled by Theresa Hegel

## SALES

### Harley Scores With Branded Pet Apparel

Harley-Davidson has a longstanding brand connection with pets, dating back to 1914 when Miss Della Crewe drove cross-country on a Harley accompanied by her Boston bulldog, Trouble, in the sidecar sporting a special custom sweater.



"To us, dog is family, and Harley-Davidson is a family-oriented brand," says Jodi Politowski, motor clothes manager at the House of Harley-Davidson in Milwaukee. The company also has a strong relationship with the Humane Society and sponsors many pet-oriented events and fundraisers to support that partnership.

Pets are welcome in every showroom, with pet bowls and treats available for furry friends, as well as an array of themed merchandise. Initially, Harley-Davidson offered collars and leashes, but eventually its exclusive supplier, Coastal Pet Products, recognized it should expand its pet product offerings, according to Politowski.

"Harley riders are passionate about our product," she says. "Many will come in when they get a new dog to have it fitted for a Harley-Davidson collar, and some even pick Harley-related names for their animals."

Harley-themed pet merchandise is available for sale on the company website, Houseofharley.com, as well as in showrooms and at Harley-sponsored events. Its best sellers are its leather-spiked collars, pet apparel for smaller dogs and a pet fleece hoodie, according to Politowski. — Jean Erickson

### Fruit of the Loom Names New CEO



Fruit of the Loom (asi/84257) has named Melissa Burgess-Taylor as the company's new chairwoman and CEO. She's a 17-year veteran of the company and currently serves as senior vice president of brand management and sales for Fruit of the Loom and the company's Vanity Fair bra and underwear brands. Burgess-Taylor replaces Rick Medlin, the previous president and CEO who died in November at 68.

"I'm excited to have Melissa take on this important role as CEO," says Warren Buffett, whose Berkshire Hathaway company owns Fruit of the Loom. "Already an accomplished Fruit of the Loom leader, she's passionate, smart and cares deeply about Fruit of the Loom customers and employees. She understands the importance of building a great brand, and she'll add tremendous value to Fruit of the Loom going forward."

Burgess-Taylor previously worked for Hanes Brands and Mercantile Department Stores before joining Fruit of the Loom. "I've been fortunate to be a member of the Fruit of the Loom family and this great company for many years. We've succeeded due to our people, our strong brands and the powerful relationships we have with our customers," Burgess-Taylor says. "I'm grateful for Mr. Medlin's strong leadership and mentorship, and I am deeply committed to continuing to move us forward."

Medlin was named CEO in 2010. "Rick lived and breathed Fruit of the Loom, and he was an inspirational leader to everyone associated with the company," Buffett said. "He'll be greatly missed."

### Lands' End Appoints Top Executive

Apparel brand Lands' End, parent company of Lands' End Business Outfitters (asi/250566), has named Jerome Griffith as its new chief executive officer. A seasoned executive with extensive experience in the apparel field, Griffith replaces prior CEO Federica Marchionni, who stepped down in September after serving less than two years in the job.

"Jerome is an exceptionally gifted leader with an impressive track record of spearheading growth and expansion at several iconic apparel and consumer goods companies," says Josephine Linden, chairman of the Lands' End Board of Directors. "Over the course of his career, Jerome has demonstrated a special talent for innovation in design and functionality to attract new customers while upholding the quality, value, service and products that current customers love."

Griffith, who will also be on the Lands' End board, officially joins the company March 6. "By focusing and building on its core brand values and its heritage ... I believe Lands' End is well positioned to innovate and grow as a global leader in classic American sportswear," he says.

Joseph Boitano and James Gooch will continue serving as co-interim CEOs until Griffith comes aboard.

Prior to joining Lands' End, Griffith was CEO, president and a member of the board of directors at Tumi Holdings Inc. from April 2009 until the company's sale in August 2016 to Samsonite International S.A. He has been serving as a non-executive director there since.

#### #FF

House of Harley in Milwaukee: @houseofharley  
Fruit of the Loom: @FruitoftheLoom  
Lands' End: @LandsEnd

## COMMENTARY

### Six Personal Branding Lessons for Professionals

Whether you're a rule-maker or breaker, these surefire tips will help you gain attention and get things done.

BY KAREN LELAND

The success of any personal or corporate brand boils down to how it performs across six dimensions. Here are some lessons to help you develop your brand in these areas, no matter your personal style.

**1 Develop your brand by design, not default.** Know where you are so you can figure out where you need to go.

**Rule-maker:** These are the qualified professionals with a solid track record and plenty of experience. The challenge is to incorporate new ideas to avoid appearing stodgy.

**Rule-breaker:** The infamous Gordon Gekko, of the iconic '80s film *Wall Street*, was the epitome of the rule-breaker. Even today, there's a fascination with those who position themselves as anti-establishment.

**Personal brand takeaway:** Start by assessing your brand and its impact. Is it producing the reputation you want? If not, a pivot may be in order.

**2 Write an anchor statement.** What's the go-to description of who you are and what you do? This is sometimes referred to as an elevator pitch.

**Rule-maker:** A terrific example comes from Michelle Seiler-Tucker, a mergers and acquisitions adviser: "I specialize in selling businesses and represent more than 10,000 buyers looking to acquire a company. On average, we obtain a 20% to 40% higher selling price than what the business first appraises for." It's specific and to the point.

**Rule-breaker:** Steve Jobs once said, "What is Apple, after all? Apple is about people who think 'outside the box,' people who want to use computers to help them change the world, to help them create things that make a difference, and not just to get a job done." While not strictly an anchor statement, it certainly underscored

Jobs' and Apple's philosophy.

**Personal brand takeaway:** What do you say when someone asks about your job at a cocktail party? Can you answer in a few short sentences that pique the listener's interest?

**3 Develop a unique branding proposition.** What is it about what you do, or how you do it, that makes you special?

**Rule-maker:** Brands that capitalize on being the best in their industry can and do build loyalty, if they deliver on their claims.

**Rule-breaker:** The rule-breakers understand that now, more than ever, how you do what you do is just as important as being the best.

**Personal brand takeaway:** Articulate how your brand speaks to the needs of your audience. The more specific you can be, the better.

**4 Narrow down your brand's tone.** What's the consistent mood you bring to all your interactions?

**Rule-maker:** By following the standards of speech writing and delivery, successful keynote speakers can engage with their audiences and leave them with something of value. Though such speeches are effective in the moment, the chance they'll have an impact over any length of time is low.

**Rule-breaker:** There's a reason TED talks are so popular. They're given by impassioned industry leaders who are telling stories, giving a performance, leaving it all out on the stage. Their talks are powerful because they're the only people on the planet who can give them.

Brands that capitalize on being the best in their industry can and do build loyalty, if they deliver on their claims.

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**Personal brand takeaway:** What you say has power, but the way you say it has just as much impact. Be aware of your tone, and adjust where necessary. Taking any tone to an extreme always backfires: Too serious or too snarky both harm a brand in the long run.

**5 Write your signature story.** Why do you do what you do? What's the essential story that brought you to this place?

**Rule-maker:** Gone are the days where a CEO is a faceless entity. People want to know the who and the why behind the what.

**Rule-breaker:** Being a rebel seems cool, but doing so to the point of alienating those around you is counterproductive. Part of being a successful rule-breaker is knowing which rules to break and when.

**Personal brand takeaway:** Never underestimate the power of a good story. A strong (and truthful) narrative about where you came from and what influenced you can connect you with customers, employees and colleagues. Your brand needs to be more than a sound bite. The best brands feature multiple, complementary messages.

**6 Know your signature services.** What are your core competencies?

**Rule-maker:** Having an MBA or other formal degree is helpful. The knowledge and connections made are invaluable.

**Rule-breaker:** However, there have always been those who have the creativity, passion, intelligence and work ethic to get a successful business off the ground — no degree necessary. What's important is having specific core competencies.

**Personal brand takeaway:** The fulcrum of your brand needs to rest on the material ingredients of your values and commitments. Think about one area where your personal brand is being expressed more in talk than action, and focus on aligning the two.