

Etta + Billie: Operations Strategy Report

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Executive Summary

Etta + Billie is a natural body care company founded and led by Alana Rivera, selling beautiful, high-quality soaps, scrubs, lotions and other goods and based in San Francisco, California.

Our team from the California College of the Arts MBA in Design Strategy program was tasked with analyzing opportunities for Alana's operations based on several months of research. While Alana has already delineated a clear strategic vision for the company, we focused on analyzing Etta + Billie's overall production capacity. This research aligns key opportunities in order to focus Etta + Billie's efforts on increasing capabilities to enable and scale capacity necessary to support aggressive revenue targets through 2020.

The opportunities identified in this report are presented in a phased approach and include recommendations for managing Etta + Billie's capacity expansion for revenue growth. Other important components in this approach include balancing wholesale relationships and accommodating product constraints that accompany artisanal production, while also addressing production space constraints.
