



HERITAGE IS THE FOUNDATION. CLARITY IS THE MULTIPLIER.

A SOREL footwear assessment
built for long-term growth.



**AUTHENTIC
HERITAGE**
The trust we've
earned.



**BUILT FOR
THE ELEMENTS**
Protection is
our promise.



**CULTURAL
MOMENTUM**
Expanding relevance
with intention.



**GLOBAL
INFRASTRUCTURE**
The scale behind
the brand.



THE NEXT CHAPTER
Franchise clarity.
Year-round impact.

The Work Before the Work:

SOREL, Clarity, and the Power of Franchise Thinking

In the [first article](#) in this series, I wrote about why I build white papers and assessment briefs before the job.

Not for every opportunity.

Only for the ones I take seriously.

The purpose is simple:

I want to understand the work before I talk about the work.



That means looking beyond the job description and studying the company as a system.

- Product
- Consumer
- Market
- Positioning
- Assortment
- Storytelling
- Retail
 - and what the brand is asking the consumer to believe.

In the [second article](#), I applied that thinking to **Altra**.

The opportunity there was not more product.

It was clarity and transition.

Making the system easier to understand, easier to enter, and easier to trust.

This article is focused on **SOREL**.

The opportunity I saw with SOREL was not a turnaround.

It was a clarity problem with real growth upside.

That distinction matters.

A turnaround means the brand is broken.

I did not see that.

SOREL has authentic heritage, strong weather credibility, recognizable product DNA, and the backing of Columbia Sportswear's global infrastructure.

Those are meaningful advantages.

But heritage alone does not create future growth.

The question is how the brand organizes that heritage into a product system that can scale across seasons, genders, categories, and markets.

That was the core of the brief I built.



Consumers Are Not Rejecting SOREL

One of the first things I look for in any assessment is whether the consumer is rejecting the brand or simply confused by it.

Those are two very different problems.

With SOREL, the consumer signal looked more like inconsistency than rejection.

- People understand SOREL in winter.
- They understand the Caribou boot.
- They understand warmth, weather, protection, and function.

Where the brand becomes less clear is outside of that winter context.

- What is SOREL in spring?
- What is SOREL in summer?
- What is SOREL for men beyond heritage boot language?
- What is the year-round product system?

That is not a lack of brand equity. It is under-organized equity.

Not bad product. Disconnected product.





The Real Opportunity: Franchise Architecture

The strongest brands do not just launch products.

They build franchises.

A product can win a season.

A franchise can compound over years.

THE OPPORTUNITY IS NOT MORE PRODUCT. IT IS BETTER STRUCTURE.

From seasonal moments to enduring franchises.

TODAY: PRODUCT THINKING					THE OPPORTUNITY: FRANCHISE THINKING				
Disjointed. Seasonal. Harder to build equity.					Connected. Scalable. Built to compound.				
WINTER	SPRING	SUMMER	FALL	HOLIDAY	HERITAGE CORE	PLATFORM FRANCHISES	EXPLORATION		
Heavy on Winter Dependence	Unclear Role and Relevance	Disconnected Categories	Constant Reset, Limited Continuity	Promotional Moments	Anchor the brand. Protect what made SOREL iconic.	Extend into everyday life across seasons and categories.	Create new energy. Drive culture forward. Test and learn.		
<p>THE RESULT</p> <p>Consumer Confusion Unclear what SOREL stands for outside winter.</p> <p>Lower Brand Recall No consistent thread across categories and seasons.</p> <p>Fewer Reasons to Return Less connection. Less retention.</p> <p>Missed Growth Potential Strong assets, but not fully leveraged.</p>					<p>THE RESULT</p> <p>Clarity Stronger brand identity across every moment.</p> <p>Connection A consistent thread from boot to sandal, winter to summer.</p> <p>Loyalty More reasons to engage, more reasons to return.</p> <p>Growth Franchises drive long-term, scalable impact.</p> <p>Equity Compounds The brand builds value with every decision.</p>				

FROM PRODUCTS THAT WIN SEASONS. → TO FRANCHISES THAT BUILD A BRAND.

Better structure compounds. Better structure scales.

That was one of the strongest opportunities I saw with SOREL.

The Caribou is already a heritage anchor.

The Callsign Horizon showed signs of becoming something more than a seasonal launch: a possible bridge between SOREL's weather credibility and a more versatile, year-round consumer.

The question becomes: how do you turn that kind of product into a repeatable system?

A franchise system needs continuity.



This is how I would structure that system.

THE WORK BEFORE THE WORK

SOREL, Clarity, and the Power of Franchise Thinking



SOREL has heritage. It has credibility. It has infrastructure. The opportunity now is to organize those strengths into a clear, repeatable product system that can scale across seasons, categories, and markets.

Clarity turns credibility into growth.



THE FRANCHISE SYSTEM
Build enduring product families, not seasonal moments.

- HERITAGE ROOTED**
Anchor in what made SOREL credible: authentic weather protection and durability.
- PLATFORM DRIVEN**
Create 2-3 global franchise platforms that extend across seasons and categories.
- DESIGN LANGUAGE**
Codify a visual and material DNA that unifies product—from boot to sneaker to sandal.
- CONSUMER CONNECTED**
Deliver both weather credibility and everyday relevance in every product decision.

FOCUS AREAS THAT UNLOCK VALUE

 IDENTITY CLARITY Position SOREL as a function-first lifestyle brand. Every product must deliver weather credibility and everyday relevance.	 FRANCHISE OWNERSHIP Move from seasonal restarts to platform building. Call sign Horizon is the template—build what lasts.	 MEN'S PARITY Re-engage the male consumer with Caribou-inspired platforms and equal investment in design and storytelling.	 DESIGN CONSISTENCY Create a recognizable SOREL design language so that even without the logo, it still feels like SOREL.	 LINE ARCHITECTURE Build clear tiers and roles (core, seasonal, innovation, capsule) for focus, efficiency, and growth.	 STORYTELLING DEPTH Communicate innovation, materials, and purpose in ways consumers understand and believe.
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THE PATH FORWARD
Protect the heritage.
Build the system.
Tell the story.
Grow the brand.
Turn clarity into long-term relevance.

HERITAGE IS THE FOUNDATION. CLARITY IS THE MULTIPLIER. FRANCHISES ARE THE FUTURE.

It needs design rules.

It needs clear consumer roles.

It needs material logic.

It needs a price ladder.

It needs seasonal evolution without seasonal reset.

Without that structure, a brand can keep launching good products and still feel fragmented.

That is the risk I saw.

Not bad product.

Disconnected product.



Heritage Has to Become a Filter

Heritage is valuable only if it helps make decisions.

If heritage is just a story, it becomes nostalgia.

If heritage becomes a filter, it becomes strategy.



For SOREL, the filter seemed clear:

Function-first lifestyle.

That does not mean every product has to look like a winter boot.

It means every product should carry some form of credible protection, durability, utility, or weather intelligence while still being relevant to everyday life.

That gives the brand permission to move beyond winter without abandoning what made it trusted in the first place.

The goal is not to stretch SOREL into everything.

The goal is to clarify what SOREL has the right to own.



Design Language Matters

One of the areas I focused on in the brief was design language.

A strong footwear brand should be recognizable even when the logo is removed.

SOREL DESIGN LANGUAGE SYSTEM

RECOGNIZABLE WITHOUT THE LOGO.

A consistent design language across every category, every product, every touchpoint.



1. DISTINCTIVE SILHOUETTE LANGUAGE Bold proportions. Confident profiles. Instantly SOREL.	BOOT 	SNEAKER 	SANDAL 	THE PURPOSE  Create instant recognition across categories and seasons through a unified design language.						
2. MATERIAL & TEXTURE DNA Purposeful contrasts. Rich, durable, and weather-ready.	 WATERPROOF PROTECTION	 PREMIUM LEATHER	 INSULATING WARMTH	 DURABLE TEXTILES	 MODERN CONSTRUCTION	BUILT FOR THE ELEMENTS  Function-first materials and details that deliver credible protection and all-day performance.				
3. FUNCTIONAL DESIGN CUES Form follows function. Protection, support, and stability built in.	 RUBBER SHELL Weather protection where it matters.	 HIGH TRACTION OUTSOLE Confident grip in wet, snow, and ice.	 STABILITY & SUPPORT Built for all-day comfort and confidence.	 COMFORT & FIT Plush protection. Dialed-in fit.	 TOUGH BY DESIGN Reinforced in critical wear areas.	MADE FOR REAL LIFE  Versatile designs that move seamlessly from the outdoors to everyday life and everywhere in between.				
4. COLOR & TONE PALETTE Grounded in nature. Timeless. Versatile. Always relevant.	 BLACK	 QUARRY	 CHALK	 VELVET TAN	 CARIBOU BROWN	 SEA SALT	 DEEP OLIVE	 HARBOR NAVY	 RED CLAY	DESIGNED TO ENDURE  Timeless aesthetics, durable construction, and considered details that stand the test of time.

ONE DESIGN LANGUAGE. EVERY CATEGORY. EVERY PRODUCT. EVERY TOUCHPOINT.

 CLEAR SYSTEM STRONGER BRAND	 CONSISTENT EXPERIENCE GREATER TRUST	 RECOGNIZABLE ANYWHERE RELEVANT EVERYWHERE	 BUILT TO ENDURE READY TO GROW
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That is not easy.

It requires repeatable visual codes: sole expression, proportion, material blocking, hardware treatment, protection zones, shape language, and the relationship between upper and bottom.

When those elements are codified, the line feels like a family.

When they are not, even strong products can feel like isolated ideas.

For SOREL, the opportunity is to make the product architecture more legible.

- Boot to sneaker.
- Sneaker to sandal.
- Winter to warm weather.
- Women's to men's.

Every category does not need to look the same.

But every category should feel like it came from the same belief system.



Men's Product Is an Opportunity, Not an Afterthought

SOREL's women's business has been a visible strength.

That should be protected.

But the men's side appears to have room for sharper development and storytelling.

The opportunity is not simply to "make more men's product."

It is to build men's product with the same conviction, clarity, and design investment that has supported the women's business.

This is how that expansion should be structured.

MEN'S PRODUCT: AN OPPORTUNITY, NOT AN AFTERTHOUGHT.

Leverage the Caribou heritage to build modern, versatile product that earns relevance beyond snow and winter.

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CARIBOU HERITAGE CREDIBILITY

MODERN RELEVANCE ACROSS MORE MOMENTS

FRANCHISE QUESTION
Build platforms that extend the Caribou foundation.

DESIGN LANGUAGE QUESTION
Create product that looks and feels unmistakably SOREL.

STORYTELLING QUESTION
Connect heritage to modern lives in authentic ways.

CONSUMER QUESTION
Earn relevance in more seasons, more categories, more moments.

BUILDING YEAR-ROUND RELEVANCE THROUGH FRANCHISE-LED GROWTH

	 WINTER Core strength. Protect and lead.	 SHOULDER SEASONS Bridge with versatility and style.	 SUMMER Lightweight options that expand the brand.	 BEYOND SEASON Lifestyle, travel, and urban exploration.
HERITAGE CORE	 Caribou The icon.	 1964 Pac Nylon Heritage. Updated.	 Out N About™ Classic Icon in new moments.	 Sorel Explorer™ Series Urban. Travel. Everyday.
PLATFORM FRANCHISES	 Buxton™ Performance. Protection.	 Callsign Horizon™ Versatility. All-terrain. All-season.	 ONA™ Lightweight. Comfortable. Wear everywhere.	 Kinetic™ Impact Modern design. Everyday comfort.
EXPLORATION LAYER	 Glacy™ Pushing performance boundaries.	 Mac Hill™ Lite Trail-inspired. Transitional.	 Roaming™ Open air. All-day comfort.	 Dayspring™ Easy. Minimal. On the move.

ONE HERITAGE. MULTIPLE PLATFORMS. ENDLESS POSSIBILITIES.

THE CONSUMER SIGNAL

WHAT CONSUMERS ARE SAYING

WHAT'S WORKING

- Respected winter credibility and performance.
- Caribou is seen as an enduring classic.
- Blend of style and function, especially in women's.
- Positive response to newer versatile directions.

WHERE FRICTION EXISTS

- Sizing inconsistency.
- Perceived quality shifts.
- Customer service friction.
- Uncertainty around relevance outside winter.

WHAT THIS MEANS

Patterns reveal friction. Friction reveals where the next brief should begin.

PRODUCT STORYTELLING STARTS AT THE BRIEF

→ → → → →

WHO IS IT FOR?
Define the consumer and their needs.

WHAT PROBLEM DOES IT SOLVE?
Be specific. Be relevant.

WHY DOES SOREL HAVE THE RIGHT TO MAKE IT?
Connect to heritage and credibility.

HOW DOES IT CONNECT TO THE REST OF THE LINE?
Role clarity creates line strength.

WHAT ROLE DOES IT PLAY THIS SEASON AND OVER TIME?
Think beyond one drop.

WHEN STORY AND PRODUCT ALIGN EARLY,
Clarity increases. Marketing amplifies. The brand grows.

CLARITY BUILDS THE SYSTEM. FRANCHISES DRIVE THE FUTURE.
Heritage is the foundation. Clarity is the multiplier. Franchises are the future.



The Caribou heritage gives SOREL credibility with men.

The challenge is translating that credibility into product that feels relevant beyond snow and winter.

- That is a franchise question.
- That is a design language question.
- That is a storytelling question.

MEN'S IS AN OPPORTUNITY. NOT AN AFTERTHOUGHT.



Build men's product with the same conviction, clarity, and design investment that has built the women's business.

Leverage heritage credibility. Translate it into modern, versatile products that earn relevance beyond snow and winter.

1. LEVERAGE HERITAGE. TRANSLATE IT FOR TODAY.

HERITAGE ANCHOR

Caribou is the credibility.



Caribou™
Enduring icon of warmth, protection, and performance.



MODERN TRANSLATION

The opportunity is year-round relevance.



Expand the language. Keep the DNA.
Same belief. New expressions.

2. BUILD MEN'S THROUGH FRANCHISE-LED PLATFORMS.

WINTER HERITAGE

Protection-first. Purpose-built.
Cold-weather leader.



For the man who faces real winter.

ALL-TERRAIN UTILITY

Rugged. Capable. Ready for anything.



For the man who explores more.

EVERYDAY URBAN

Clean. Comfortable. Movement-ready.



For the man who moves every day.

WARM-WEATHER EXPLORATION

Lightweight. Breathable. Built to roam.



For the man who goes year-round.

3. THE MEN'S OPPORTUNITY FRAMEWORK



TRANSLATE CREDIBILITY

Carry forward protection, durability, and weather intelligence in modern silhouettes.



BUILD DAILY VERSATILITY

Design for real life—commute, travel, weekend, and everything in between.



EARN STYLE CONVICTION

Elevate materials, proportions, and details so men choose SOREL, not compromise.



CREATE YEAR-ROUND SYSTEMS

Move beyond winter. Build platforms that work across seasons and categories.



DRIVE GROWTH WITH DISCIPLINE

Focused franchises. Clear roles. Scalable impact.

4. THE OUTCOME



STRONGER MEN'S BUSINESS

Built with the same clarity and conviction.



DEEPER BRAND CONNECTION

Heritage that resonates in more moments.



MORE REASONS TO CHOOSE SOREL

From winter to everyday and beyond.



FRANCHISES THAT SCALE

Systems, not one-off products.



LONG-TERM GROWTH POTENTIAL

Relevance today. Leadership tomorrow.



THE CARIBOU GIVES US CREDIBILITY.
THE OPPORTUNITY IS RELEVANCE BEYOND WINTER.



Men's deserves the same attention.
The consumer deserves more reasons.
The brand deserves the growth.

ONE HERITAGE.
MANY MOMENTS.
ENDLESS POTENTIAL.



Clarity and Conviction

MEN'S PRODUCT IS AN OPPORTUNITY

ELEVATE MEN'S WITH THE SAME CLARITY & CONVICTION

Caribou is the anchor. The opportunity is year-round relevance.



THE MEN'S FRANCHISE OPPORTUNITY



TRANSLATE HERITAGE

Take Caribou credibility beyond snow and winter.



EXPAND VERSATILITY

Build footwear that works across weather, terrain, and life.



APPLY DESIGN LANGUAGE

Use consistent silhouettes, materials, and functional cues.



BUILD YEAR-ROUND

Create a men's system with seasonal roles, not one-offs.

A SYSTEM, NOT A COLLECTION

WINTER HERITAGE



Caribou
The Icon

ALL-TERRAIN UTILITY



Callsign
Horizon

EVERYDAY URBAN



Street
Adapt

WARM-WEATHER EXPLORATION



Trail
Sandals



ICONIC SILHOUETTE

PREMIUM MATERIALS

FUNCTIONAL PROTECTION

VERSATILE PLATFORM

WHAT THIS UNLOCKS



Stronger Men's Business

Move from winter-heavy to balanced, year-round.



Brand Cohesion

One design language across boot, sneaker, and sandal.



Consumer Relevance

Meet men where they actually live, move, and explore.



Franchise-Led Growth

Scalable platforms, not seasonal spikes.

THE OUTCOME



Clear Roles
Every product has a job.



Stronger Story
Heritage connects to innovation.



Consistent Design
Recognizable without the logo.



Seasonal Balance
Winter, transition, warm-weather.



Long-Term Growth
Franchises that scale globally.



Build the men's business with the same clarity and conviction as the women's. That's how you scale a brand.

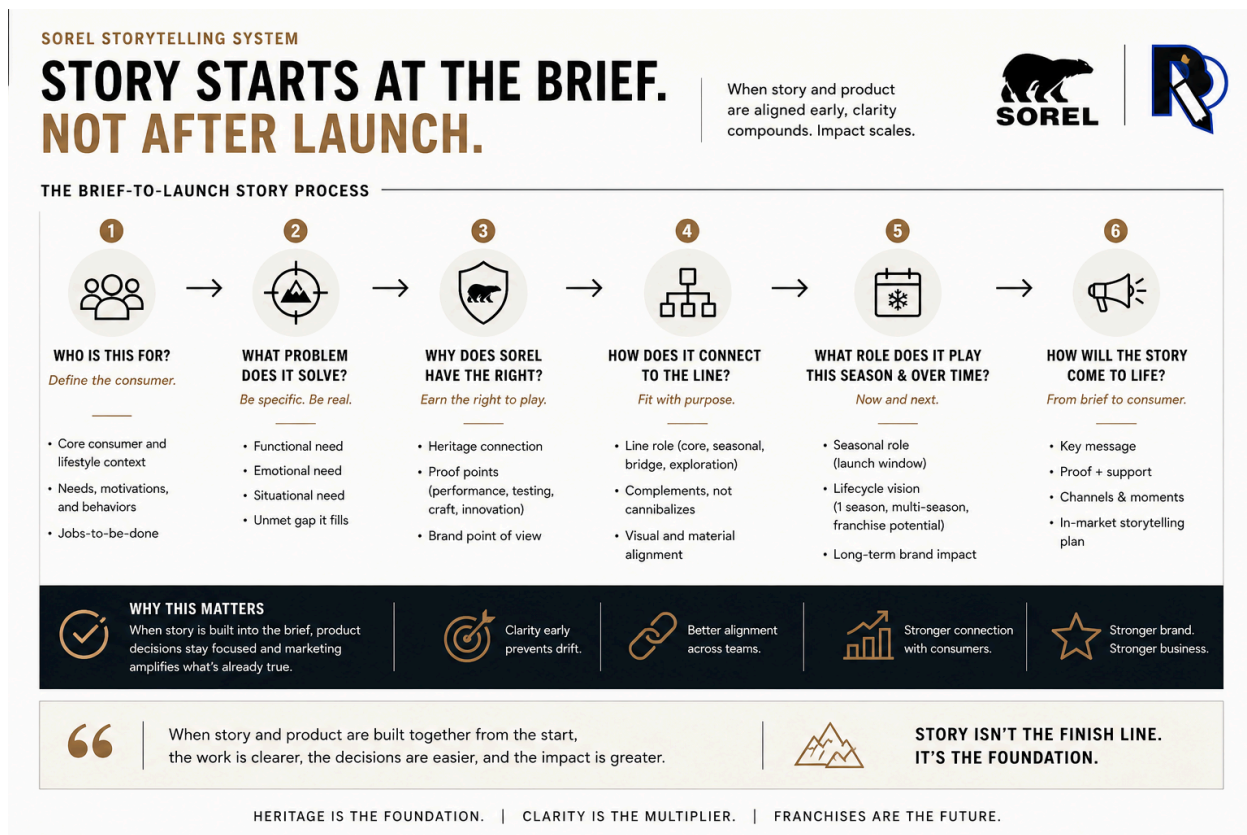


Product Storytelling Cannot Wait Until Launch

A recurring theme in my work is that storytelling should not be treated as a post-launch marketing layer.

It should begin at the brief stage.

This is how that process should be structured.



Every product should answer:

- Who is this for?
- What problem does it solve?
- Why does SOREL have the right to make it?
- How does it connect to the rest of the line?
- What role does it play this season and over time?

When that work happens early, product and story reinforce each other.

When it happens late, marketing is left trying to explain decisions that were never fully clarified in the product itself.

That is where brands lose clarity.



The Consumer Signal

The consumer feedback I saw around SOREL followed a consistent pattern.

- People respect the brand’s winter credibility.
- They recognize the Caribou as an enduring classic.
- They value the blend of style and function, especially in women’s product.
- They responded positively to newer versatile product directions.

But they also raised concerns around sizing inconsistency, perceived quality shifts, customer service friction, and uncertainty around what SOREL stands for outside winter.

That is the kind of consumer feedback I pay attention to.

Not because every comment is strategy.

But because patterns reveal friction.



And friction tells you where the next brief should begin.

This is how that signal translates into action.

THE CONSUMER SIGNAL → INSIGHT → BRIEF TRANSLATION

LISTEN. FIND PATTERNS. REMOVE FRICTION. BUILD VALUE.

Consumer feedback reveals friction. Insight turns it into direction. The brief turns it into better product.

WHAT CONSUMERS ARE SAYING

WHAT THEY LOVE

- ✓ Strong winter credibility and performance
- ✓ Caribou is an enduring classic
- ✓ Blend of style and function, especially in women’s
- ✓ Positive response to newer versatile directions


WHERE FRICTION EXISTS

- ❗ Sizing inconsistency across models
- ❗ Perceived quality shifts in some product
- ❗ Customer service and return experience
- ❗ Uncertainty about relevance outside winter

“ Respect for heritage. Questions about consistency. Curiosity about what’s next. ”

THE INSIGHT

THE REAL OPPORTUNITY IS CLARITY.
Organize strengths. Remove friction. Expand relevance.



PROTECT WHAT MAKES SOREL CREDIBLE
Winter performance and heritage.

EXPAND RELEVANCE
More moments. More categories. More consumers.

IMPROVE EXPERIENCE CONSISTENCY
Fit, quality, and service must be as strong as the product.

TELL A CLEARER STORY
Inside the product. Across every touchpoint.

BUILD FRANCHISES. NOT JUST MODELS
Platforms that scale across seasons and needs.

Patterns in feedback reveal where we focus. Friction in feedback reveals where we fix.

FROM INSIGHT TO ACTION

Turning consumer signal into a stronger brief and smarter product decisions.

BRIEF QUESTION	DECISION IMPACT
WHO IS THIS FOR?	→ Clear consumer targets for every product.
WHAT PROBLEM DOES IT SOLVE?	→ Products designed with real purpose.
WHY DOES SOREL HAVE THE RIGHT?	→ Stronger connection to heritage and credibility.
HOW DOES IT CONNECT TO THE REST OF THE LINE?	→ Better line architecture and SKU discipline.
WHAT ROLE DOES IT PLAY THIS SEASON & OVER TIME?	→ Smarter seasonal planning and long-term growth.

“ Better briefs lead to better decisions. Better decisions build better brands. ”

WHY I BUILT THE SOREL BRIEF

CONNECT THE SYSTEM
Product, brand, consumer, and business—aligned with purpose.

APPLY THE EXPERIENCE
Lessons from ROCKDEEP and RAX inform how I build systems.

FIND THE OPPORTUNITY
Not about what’s wrong—about where value is under-leveraged.


EXPERIENCE THAT SHAPES HOW I THINK

ROCK DEEP
At ROCKDEEP, every decision connected to story, margin, sourcing, retail, and trust.
Outcome: Built brands with meaning and financial strength.


RAX
At RAX, I led seasonal line planning with discipline, structure, and focus.
Outcome: Strong lines. Clear roles. Healthy business.

A DIFFERENT POSTURE
Not here to point out problems. Here to organize opportunity into a system that scales.


THE BRAND DOES NOT NEED MAINTENANCE. IT NEEDS DEFINITION.
HERITAGE IS THE FOUNDATION. CLARITY IS THE MULTIPLIER. FRANCHISES ARE THE FUTURE.




HERITAGE PROTECTED



FRANCHISES STRUCTURED



GROWTH UNLOCKED



CONSUMERS SERVED



Why I Built the SOREL Brief

I built the SOREL assessment because the role asked for more than footwear experience.

It asked for someone who could connect product, brand, consumer, and business into a clearer system.

That is the work I have spent my career doing.

Those experiences made me look at SOREL not as a collection of shoes, but as a system waiting to be better organized.

The brief I built was not about saying, "Here is what is wrong."

It was about saying, "Here is where the value may be under-leveraged."

That is a very different posture.

Closing

SOREL is not missing product.

It is missing structure.

SOREL'S FUTURE IS NOT MORE. IT IS MORE CONNECTED.



ONE HERITAGE.
MULTIPLE PLATFORMS.
ENDLESS POTENTIAL.

Heritage gives us credibility. Clarity gives us direction.
Franchises give us the power to scale.

This is how SOREL moves from relevance to leadership.



**THE WORK IS CLARITY.
THE RESULT IS GROWTH.**

-  A clear system built on heritage and protection.
-  Connected platforms that move across seasons and life.
-  Relevance for more consumers in more categories and markets.
-  Sustainable growth compounded over time.



HERITAGE THAT BUILDS TRUST
Authentic roots in weather, protection, and performance.



FRANCHISES THAT DRIVE THE SYSTEM
Platform thinking creates continuity, clarity, and scale.



DESIGN LANGUAGE THAT CREATES RECOGNITION
Consistent codes across silhouettes, materials, and details.



MEN'S GROWTH THAT EXPANDS THE BRAND
Translate credibility into modern, versatile product that earns relevance.



STORY THAT CONNECTS IT ALL
Purposeful storytelling guides decisions and builds lasting value.



GLOBAL POTENTIAL BUILT TO LAST
A system designed for every season, every market, every life.



**THIS IS THE WORK BEFORE THE WORK.
THIS IS HOW BRANDS COMPOUND.**

Clarity builds the system.
Franchises scale the brand.
Better structure compounds.
Better structure leads.



THE NEXT CHAPTER
Franchise clarity.
Year-round impact.
Built to grow.

HERITAGE IS THE FOUNDATION.
CLARITY IS THE MULTIPLIER.
FRANCHISES ARE THE FUTURE.
SOREL IS BUILT FOR WHAT'S NEXT.



The pieces already exist:

Heritage that builds trust.

Product that delivers credibility.

Infrastructure that enables scale.

The opportunity is not to add more.

It is to connect what exists into a system that compounds over time.

- From seasonal moments to enduring franchises
- From individual products to a recognizable brand language
- From strong categories to a complete system

That is how SOREL moves from relevance to leadership.

That is the work.

The Work Before the Work

This is why I build these documents.

A resume tells a company where you have been.

A portfolio shows what you have made.

A white paper shows how you think before the meeting starts.

It shows whether you can diagnose the problem.

It shows whether you respect what already works.

It shows whether you can separate symptoms from causes.

It shows whether you can move from observation to action.

For SOREL, my read was simple:

- The brand does not need maintenance.
- It needs definition.
- It has the equity, infrastructure, and product credibility.

The opportunity is organizing those assets into a clearer product system that can deliver franchise-led growth across seasons, categories, and consumers.

That is the work before the work.

And that is the kind of work I want to keep doing.



Full Assessment

If you want to review the full SOREL Footwear Assessment, you can find it here:

[SOREL Assessment](#)

This is part of a broader series exploring how I approach product, brand, and system thinking across companies.

You can also explore:

- [Altra](#) → Road Running Assessment
- [Vuori](#) → Brand & Creative Assessment

To Understand The Why's:

- [Rocky I. Parrish](#) → The Work Before The Work

Different companies.

Different problems.

Same starting point.

Start with the work.