BRITANNIA
CONSULTANCY SERVICES LTD

SELECTED CONSULTANCY WORK

Recovery of a branded concession in special measures

Sector: fashion retail concession · Period: March 2017 to January 2018 · Led by Julian Britain

1. Purpose of this paper

This paper records a recovery assignment led by Julian Britain between March 2017 and January 2018 for a branded fashion concession inside a department store. The concession had been placed in special measures. The brand and the host store are not named.

The verified results are a 95 percent recovery in sales within the first year and an audit score that moved from 13 percent to 83 percent. Every member of the team reached gold standard on the brand's internal programme. The site was used as a merchandising example. The consultant was recognised in the brand's global manager awards that year.

2. What special measures meant in practice

A concession in special measures is not a branding phrase. It is a trading unit that has failed the host's and the brand's tests for sales, standards and people. Staffing is usually thin. Compliance scores are usually used as a stick. The public still walks past the same till. The work is therefore both commercial and managerial on the same day.

The starting conditions recorded for this brief were low sales, poor compliance and staffing challenges. Those three conditions feed each other. A tired team produces a tired floor. A tired floor fails the audit. A failed audit makes it harder to hire.

3. The brief

Turn the unit round inside the rules of the brand and the host. Recruit. Train. Restore merchandising. Recover sales. Lift the audit. Do the unglamorous work of rotas, payroll and stock at the same time, because a recovered story with empty shelves is not a recovery.

4. What was done

A new team was recruited, trained and held to the brand's own gold-standard programme until every member reached that standard. That is a people result before it is a sales result. In a concession, the brand's programme is the only common language the area manager, the host and the team share.

Merchandising was rebuilt to the standard the brand already used in its better sites. The unit later became a spotlight location whose displays were used as examples elsewhere. That did not

happen by adding stock. It happened by making the existing stock read as a shop rather than as a remainder rail.

Daily management was not delegated away from the recovery. Rotas, payroll and stock control stayed in the same hands as the performance conversation. Morale was treated as an operating condition. A team that does not believe the unit can pass an audit will not pass one.

5. Verified results

Period of assignment	March 2017 to January 2018
Sector	Fashion retail concession
Starting condition	Special measures: low sales, poor compliance, staffing challenges
Sales result	95 percent recovery within the first year
Audit score at start	13 percent
Audit score after the work	83 percent
People standard	Every team member achieved gold standard on the brand programme
Internal recognition	Spotlight site for merchandising; used as a best-practice example
Individual recognition	Recognised in the brand's global Top 30 manager awards that year

95 percent recovery means sales returned to a level 95 percent of the reference used by the business for that recovery measure. This paper does not restate that reference as a cash total because the source record gives the recovery percentage, not a pound figure.

The audit movement from 13 percent to 83 percent is a compliance score, not a customer satisfaction score. It is still a commercial number in a concession, because a host will not keep a unit that cannot pass an audit. 6. Method another client can use •Write down the failed measures before hiring anyone.

- Use the brand's own standard so recovery is auditable.
- Recruit for the standard you intend to keep, not for cover next Saturday.
- Merchandising is part of the sales plan, not a Saturday extra.

- Keep rotas and stock in the same meeting as the sales number.

7. Relevance to present work

Recovery briefs are still taken. They are not motivational speeches. They are a sequence: standard, people, floor, number, audit. This assignment is that sequence in a harsh setting.

8. Closing

A concession in special measures recovered 95 percent of sales in a year and moved its audit from 13 percent to 83 percent. The team hit gold standard. The site was copied. Those are the verified facts of the brief.

FURTHER OPERATING NOTES

This section does not add new performance figures to recovery of a branded concession in special measures. It records how the brief should be run if a comparable organisation asks for the same work.

Discovery is short and specific. The first week is for the number that is failing, the person who owns it, and the constraint that has been used as an excuse. Long discovery documents are how weak briefs hide.

The weekly rhythm is the same across assignments. One pipeline or operations review. One written decision. One number that moved or did not. If nothing moved, the meeting names the blocker and the person who will remove it.

Stakeholders are treated as part of the work, not as an audience for a slide. A host store, a carrier, a funding body or a brand auditor can end the brief. They are therefore in the first conversations, not the last. Documentation is light and usable. A one-page offer. A simple tracker. A training outline an auditor can read. A contract summary that a manager can explain without a lawyer in the room.

Handover is planned from the start. The point of the work is that the organisation can keep the number when the consultant is no longer in the building. That is why systems and training sit inside the same brief as the commercial target.

Risks are ordinary and should be said plainly. Key-person risk. Data risk if a CRM is adopted badly. Service risk if a contract is won before hiring. Reputation risk if a public claim runs ahead of the evidence. This paper does not invent mitigations that were not part of the source record. It does record that those risks were visible in the type of work described.

Commercial boundaries matter. Britannia is not an employment agency. It is not a law firm. It is not a tax adviser. It is not an authorised financial services firm. Funding support means practical help with a pathway and an application, not investment advice.

Confidentiality is the reason names are absent. The absence of a logo is not the absence of a result. A buyer who needs a named reference can ask for one under a proper conversation. This document is the public record of the work.

Measurement stays honest. Percentages are percentages. Contract values are contract values. Funding is funding. Fees are not implied where they were not recorded. Where a baseline unit is not in the source, this paper does not invent one.

The consultant's present company, Britannia Consultancy Services Ltd, is the vehicle through which comparable briefs are now taken. Company number 17455909. Registered office 128 City Road, London, EC1V 2NX. Enquiries to info@britanniaconsultancyservice.com.

WHAT A BUYER SHOULD ASK NEXT

Ask for the tracker format. Ask who owned the number each week. Ask what would have counted as failure. Ask what was handed to the organisation at the end. Those questions separate a written case from a slogan. If the brief you have is close to this one, the useful conversation is not whether the percentage can be repeated. It is whether your organisation will allow the same order of work: evidence, people, system, then the public claim.

WORKING CADENCE

A comparable brief should be scoped in writing before travel and tools. The scope names the single number that will decide whether the work succeeded, the period in which that number will be judged, and the person inside the organisation who can change a process without a committee. Without those three items the assignment becomes commentary.

On site, the consultant walks the real path of the work. In a publisher that is the journey from rate card to booked page. In field operations it is the journey from roster to store. In e-commerce it is the journey from product page to the doorstep. In a concession it is the journey from delivery cage to till. In a department store it is the journey from click to collect desk. In a catalogue business it is the journey from supplier file to live SKU. The walk is not theatre. It is how false reports are found.

Reporting is weekly and short. A buyer does not need a forty-page pack. They need last week's number, this week's number, the cause of any movement, and the next action. If the organisation cannot produce that pack from its own system by the end of the assignment, the system work is unfinished.

Commercial hygiene is part of the cadence. Pipeline stages are defined. A qualified opportunity is not a name on a list. Funding applications have owners and dates. Courier claims have evidence. Audit actions have a close date. Nothing in that list requires software more complicated than the organisation will actually use.

LIMITS OF THIS PAPER

This paper does not contain testimonials. It does not contain photographs of premises. It does not contain a fee. Those belong in a private conversation if a buyer wants them. The public record is the verified figures already tabulated and the method required to produce figures of that type.

Readers should not treat any percentage as a guarantee. Conditions change. Host stores close. Carriers alter contracts. Advertising markets tighten. Government schemes end. The value of the case is that the work was done in those conditions as they then stood, and that the recorded number moved.

Britannia Consultancy Services Ltd was incorporated on 14 September 2026. The engagement described in this paper was led by founder Julian Britain. Client names are withheld.