BRITANNIA
CONSULTANCY SERVICES LTD

SELECTED CONSULTANCY WORK

Peak trade and Click and Collect in a department store

Sector: department store retail · Period: November 2014 to March 2017 · Led by Julian Britain

1. Purpose of this paper

This paper records a retail operations assignment led by Julian Britain between November 2014 and March 2017 in a department store. The store group is not named. The work began as seasonal cover and became a duty-manager brief. The verified peak result is sales 47 percent above forecast in the relevant area during Black Friday 2015.

2. The brief

Department-store duty work is a control job. The floor is large. The rules are detailed. Click and Collect, at that date, was among the most compliance-intensive operations in the building. Peak weeks punish any process that only works on a quiet Tuesday.

The brief, as it developed, was to run Click and Collect cleanly, to take duty cover across store operations, to lift departmental compliance through tighter auditing and reporting, and to hold service together in peak trade.

3. Why Click and Collect is a test

Click and Collect joins a digital promise to a physical counter. The customer has already paid. The staff member cannot renegotiate the item. Identity, holding times, missing pieces and queue discipline are all visible. A failure is not a maybe. It is a person standing in front of you with a reference number.

That is why the assignment treats Click and Collect as the centre of the story rather than as a side desk. If that desk holds in December, the rest of the duty brief is easier to believe.

4. What was done

The consultant progressed from seasonal Christmas cover to duty manager through performance on the floor, not through a separate project title. Click and Collect was run as a compliance operation during peak trade. Store operations in the duty role balanced staff supervision, customer service, auditing and problem resolution.

Auditing and reporting were tightened across departments so that compliance was a rhythm rather than a surprise visit. The same discipline is what later made a talent-programme selection

meaningful. Stores do not put people on those programmes for speeches. They put people on them because the floor worked when it was busy.

5. Verified results

Period of assignment	November 2014 to March 2017
Sector	Department store retail
Starting point	Seasonal cover, progressing to duty manager
Core operation	Click and Collect, described as the most compliance-intensive desk in the store
Peak result	Sales 47 percent above forecast, Black Friday 2015
Duty scope	Staff supervision, customer service, auditing, problem resolution
Process change	Rigorously applied auditing and reporting across departments
Recognition	Selected for the company's talent development programme

The 47 percent figure is sales against forecast for the relevant area in that peak event. It is not a claim about the whole store's annual turnover. Forecasts in peak retail are themselves management products. The fact recorded here is that the delivered sales beat the forecast that had been set, by 47 percent, on Black Friday 2015.

6. Method another client can use

•Pick the desk that fails first when the building is busy, and run that desk yourself.

- Write the audit before the peak, not after the complaint.
- Treat Click and Collect as a contract with a named customer, because it is.
- Promotion that follows a peak is more reliable than promotion that precedes one.

7. Relevance to present work

Operational briefs still reward people who have held a floor when the forecast was large and the queue was real. This assignment is that evidence.

8. Closing

From seasonal cover to duty manager. Click and Collect held in peak. Black Friday 2015 sales 47 percent above forecast. A talent-programme place on the back of that work. Those are the verified facts.

FURTHER OPERATING NOTES

This section does not add new performance figures to peak trade and click and collect in a department store. 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.