BRITANNIA
CONSULTANCY SERVICES LTD

SELECTED CONSULTANCY WORK

Commercial reset for a print-led publisher

Sector: specialist publishing and B2B advertising · Period: September 2022 to present · Led by Julian Britain

1. Purpose of this paper

This paper records a commercial assignment led by Julian Britain from September 2022 onwards for a specialist publishing business whose revenue still depended on a printed A3 newspaper format. The organisation is not named. The figures below are taken from the work itself and are not estimates.

The brief combined two problems that usually sit in different rooms. The first was a sales problem:

advertisers could book space, but many bookings were one-off and the title had a history of weak distribution, so return on spend was hard to prove. The second was a product problem: the printed format limited how the title could be sold, measured and repeated. The work was therefore a commercial reset, not a design exercise.

2. The market in which the brief sat

Specialist and trade publishing in the United Kingdom has spent the last decade moving advertising budgets from print toward formats that can be sent, stored and reported digitally. A printed A3 newspaper can still have authority in a defined trade audience. It is a poor vehicle if the reader cannot be shown, if the advertiser cannot reuse the asset, and if the sales team cannot point to a simple measure of response.

Where a title is generic within its industry and distribution has historically been thin, the sales conversation collapses into price. The advertiser is asked to buy space on trust. That is a difficult conversation in any downturn and a worse one when the same buyer is already buying digital inventory elsewhere. The assignment started from that point.

3. The brief

The organisation needed new advertising revenue while the product was still being reshaped. It also needed the sales motion to stop producing one-off bookings that vanished at the next issue. The working brief, as executed, was therefore:

- Build and work a live pipeline from cold calling, professional-network prospecting and warm conversion.
- Reframe the offer so an advertiser could see a commercial reason to repeat.
- Support the move from printed A3 into A4 digital editions.
-

Support the launch of applications on both Apple and Android.

- Put a CRM in place so accounts were not duplicated across the sales team.
- Contribute to the first serious website refresh in years so the public face matched the new product. 4. How the work was done Pipeline first. New business was not treated as a side task while a product committee met. Calls were made. LinkedIn was used as a prospecting tool, not as a broadcasting channel. Warm leads were converted rather than left in a shared inbox. That discipline is ordinary in business development and rare in a title that has lived on historic relationships.

The commercial story had to change at the same time. A generic industry publication with poor distribution cannot be sold as a prestige object. It can be sold if the buyer can see who will see the advertisement, how the digital edition will be used, and what happens after the first booking. The offer was therefore rebuilt around measurable return rather than around the romance of print.

Product work ran in parallel because the new story would have failed if the product stayed as an A3 sheet. Digital-first editions in A4 gave the sales team something that could be forwarded, archived and shown on a screen. Applications on Apple and Android extended that into a format a reader might keep. None of that is claimed as a solo engineering achievement. It is claimed as commercial leadership inside a change that the organisation had to make if the new sales story was to be true.

CRM adoption was treated as an account-management control, not as a software project. The point was to stop two people selling the same account, to keep a history of bookings, and to make repeat business visible. A website that had not been redesigned for years was a brand problem as much as a technical one. Ideas were put into that refresh so the public site stopped advertising a product the company was trying to leave behind. 5. Verified results Period of assignment September 2022 to present Sector Specialist publishing and B2B advertising Recorded new revenue £9,194 in six weeks Performance against target 319 percent of the sales target for that period Pipeline methods Cold calling, LinkedIn prospecting, warm lead conversion Product change supported A4 digital editions; Apple application; Android application Systems change supported CRM adoption across the sales team Brand change supported Contribution to the first website redesign in years Commercial pattern One-off bookings converted toward repeat advertisers Relative standing Leading source of new client acquisition in the team £9,194 in six weeks is a modest sum in national advertising terms and a large sum against a local target that had been missed. The 319 percent figure is the ratio of that recorded revenue to the target set for the same period. It is not an annualised projection and it is not a claim about the whole company's turnover. No other revenue totals for this assignment are stated in this paper because they are not in the source record used for these case studies. Where a number is absent, it is absent on purpose.

6. What the six weeks actually demonstrate

Short bursts of over-target selling can be a trick of timing. The reason this period is recorded is that it sat inside a longer change: a different product, a different proof of value, and a different way of holding accounts. A sales spike on an unchanged A3 sheet would have been a weaker story. A product change with no sales proof would have been an internal project. The assignment holds both.

Repeat business is the second proof. Converting a first booking into a continuing advertiser is the difference between a title that lives on constant cold work and a title that compounds. That conversion was a stated outcome of the account work, not a hoped-for side effect.

7. Constraints and honesty

The organisation's legal name is withheld. End-advertiser names are withheld. No claim is made that Britannia Consultancy Services Ltd was the contracting vehicle at the start of the assignment. The company was incorporated on 14 September 2026. Julian Britain led the work.

No claim is made that the applications, the CRM or the website were built solely by the consultant. The claim is narrower and still commercial: the consultant drove new revenue while those changes were designed and launched, and made sure the sales motion and the product motion pointed at the same buyer.

8. Method another client can use

A publisher, media owner or membership body with a tired print asset usually tries to solve the problem in the studio. That is the wrong first move if the sales team cannot explain why the next booking should happen. The order of work on this assignment was pipeline, proof, product, system.

- Count the live conversations each week before counting page views.
- Write the advertiser offer in one page, with a measure the buyer already understands.
- Only then change format, because format without an offer is a cost.
- Put accounts in one system so repeat business is a fact, not a memory.
- Stop selling the old object on the new website.

9. Relevance to Britannia's present work

Britannia's current business development work, including campaign introductions, uses the same order. The consultant does not wait for a perfect platform before speaking to a buyer. The conversation is specific. The record of that conversation is kept. The handover happens when the buyer is ready to proceed, not when a spreadsheet looks busy.

Clients who want a similar publishing or media brief should expect the same discipline: a named pipeline, a rewritten offer, and systems that serve the sale rather than decorate it.

10. Closing

The verified facts are few and they are enough. In six weeks the assignment produced £9,194 of new advertising revenue, 319 percent of target. Behind those six weeks sat a product moving off printed A3, applications on two mobile platforms, a CRM, and a website that no longer advertised the old format. That is the commercial reset this paper describes.

FURTHER OPERATING NOTES

This section does not add new performance figures to commercial reset for a print-led publisher. 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.