BRITANNIA
CONSULTANCY SERVICES LTD

SELECTED CONSULTANCY WORK

Scaling a nationwide retail support operation

Sector: retail operations and field services · Period: June 2021 to August 2022 · Led by Julian Britain

1. Purpose of this paper

This paper records an operations and commercial assignment led by Julian Britain between June 2021 and August 2022 for a United Kingdom retail-support business. The organisation delivered shelving installation, stock work and retail support into stores, including programmes that ultimately served well-known consumer brands. Those brands and the contracting client are not named here.

Three verified commercial facts sit at the centre of the paper. The workforce moved from 16 to 43 people in under a year. Government funding of £68,000 was obtained, with approval for 11 fully funded positions. A delivery contract of £3.8 million was secured.

2. The brief

The business was growing faster than its people system. Field work of this kind fails in a predictable way. Hiring lags the work. Training is informal. Quality depends on whoever happens to be in the van. A large contract then arrives and the operation cannot absorb it without damaging the client.

The brief was to professionalise the operation so that headcount, training, funding and a major contract could exist at the same time. That meant recruitment partnerships, a proper training path, a funded career pathway, nationwide deployment, and a commercial negotiation large enough to change the company’s trajectory. 3. The operating problem Retail support work is geographically inconvenient. People have to be in the right store, with the right stock, at the hours the retailer will allow. Accommodation, transport and last-minute change are part of the cost. If those things are managed only by telephone and memory, the company looks busy and is in fact fragile. A second problem was talent. Expanding from 16 to 43 people is not a spreadsheet exercise. It is a hiring engine, a way of paying for early weeks of employment, and a reason for a new starter to stay after the first difficult job. Without that, growth is churn dressed up as success.

4. What was done

Hiring was taken out of ad hoc personal networks and put into partnerships that could supply volume without simply raising agency fees. Public employment channels were used as a structured source of candidates, which reduced the unit cost of hiring and increased the number of people who could be seen in a week. Training was written down. Programmes in Team Leadership and Customer Service were designed and launched as NVQ routes so that

development was not a speech in a yard. Every member of staff was given a path that could be pointed to in a recruitment conversation and in a client audit.

A twelve-month career pathway was built around a United Kingdom government youth employment scheme then in force. That pathway was the vehicle through which £68,000 of funding was obtained and 11 fully funded positions were approved. The figure of £68,000 is the funding obtained for those posts. It is not a consultancy fee and it is not the company's profit on the work.

The commercial work ran with the operational work. A £3.8 million contract was negotiated and secured. That contract allowed the business to deliver services into programmes for global consumer brands through the contracting client. This paper does not name the contracting client or the end brands. The value of the contract is the verified fact.

Nationwide deployment, transport, accommodation and client support were overseen as a single operation rather than as a series of local favours. Digital collaboration tools, including video calling and online reporting, were introduced so that a dispersed workforce could be seen without waiting for a problem to reach the client.

5. Verified results

Period of assignment	June 2021 to August 2022
Sector	Retail operations and field services
Headcount at start	16 employees
Headcount within one year	43 employees
Government funding obtained	£68,000
Funded posts approved	11 fully funded positions
Pathway length	12 months
Training launched	NVQ programmes in Team Leadership and Customer Service
Contract secured	£3.8 million
Theatre of delivery	Nationwide deployment, logistics, accommodation, client support
Control method added	Video calling and online reporting for dispersed teams

No other contract values, margin figures or brand volumes are stated. They are not in the source record used for this paper.

6. How to read the three headline numbers

Sixteen to 43 is a headcount movement in under a year. It is not a claim that all 43 people remained indefinitely, and it is not a claim about revenue per head. It is a claim that the hiring and onboarding system absorbed that growth.

£68,000 and 11 posts belong together. The funding paid for a pathway. The approval is as important as the cash, because a scheme place that is not approved is a conversation, not a result.

£3.8 million is the value of the delivery contract secured. It is not Britannia's fee. It is not the turnover of the client. It is the commercial instrument that made the larger operation worth building.

7. Why the work had to be both operational and commercial

Companies in this sector often hire an operations manager to keep vans moving and a separate salesperson to hunt contracts. The weakness in that split is timing. A contract won before the people system exists becomes a service failure. A people system built before the contract exists becomes a cost. The assignment held both sides.

Problem-solving on the ground was treated as part of the commercial promise. Issues were dealt with before they reached the client because the contract of that size is lost in the same way it is won: by whether the client believes the next store visit will be clean.

8. Method another client can use

•Write the hiring plan before the bid promise, or the bid is fiction.

- Put training in a form an auditor can see.
- If public funding exists for the people you need, treat the application as a project with an owner, not as a hope.
- Price and negotiate the contract that pays for the operation you have just designed.
- Give field managers a reporting rhythm that does not depend on being in the same room.

9. Relevance to present work

Britannia's funding and stakeholder work is practical. It is the ability to assemble a pathway, an application and a commercial case, not regulated financial advice. The same consultant now takes briefs where headcount, funding and a contract have to move together.

10. Closing

In fourteen months the operation grew from 16 people to 43, obtained £68,000 of government funding for 11 funded posts, and secured a £3.8 million delivery contract. Those are the facts. The rest of this paper exists only to show how they sat in one brief.

FURTHER OPERATING NOTES

This section does not add new performance figures to scaling a nationwide retail support operation. 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.