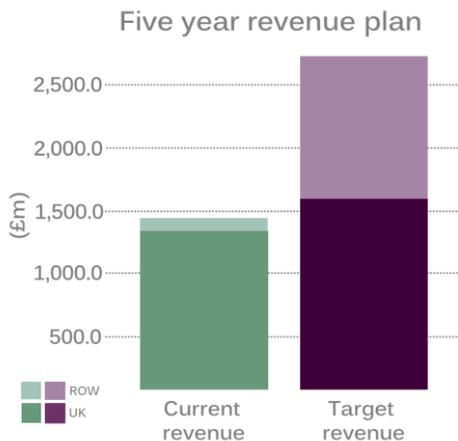


More than £1bn in new revenues over five years.



Boxwood was engaged to implement an ambitious expansion strategy for the fashion arm of a global retailer, designing and executing a multi-channel international expansion plan while continuing to grow the core UK business.

Summary

A leading clothing brand had established itself as a leader in the UK and was seeking to expand into new markets. Boxwood was engaged to help develop a compelling business plan and worked alongside the client team to create and execute the implementation plan to launch the first four markets. The expansion programme is on track to take on a further 10 - 20 countries via multiple business models. This will deliver more than £1bn in new revenues over the next five years, and has become 'the jewel in the crown' brand within the global parent company.

“The passion, capability and execution skills of the Boxwood team have made a difference since day one. Without their help we would not have been able to accomplish as much as we have in such a short space of time.”

International Director

What we found

While the potential to expand the brand into overseas markets was clear, it had to be achieved while continuing to drive the successful UK business.

Another key challenge was developing an implementation approach that would be effective across multiple markets with many partner organisations, all of which had differing customer needs and operational constraints. This was compounded by the different operating models used by the company's parent business in each local market.

What we did

Boxwood worked as part of a joint team to accelerate and assure delivery. We brought relevant business and operating model design expertise and constructive challenge. Specifically, three areas were addressed:

- Developing a compelling business plan that clearly highlighted the benefits of expansion, the investment required, and detailed implementation plan for the pilots and the broader rollout programme.
- Ensuring that the domestic UK business was not disrupted by designing an agile and scalable operating model that could service individual market needs at the same time as satisfying the

requirements of the growing core UK operation

- Accelerating and assuring execution by engaging each local market and UK stakeholders, driving progress and resolving issues as they arose.

What we achieved

The expansion programme is now on track to deliver more than £1 billion in revenues over the next five years. Boxwood has worked with the business to support successful pilots in four countries, which demonstrated the validity of the business case and implementation plans and provided a successful blueprint for continued growth.

The brand and the expansion programme have been so successful that they are seen as the 'jewel in the crown' within the broader parent organisation, and are clear examples of what can be achieved by bold and focused leadership.