



CASE STUDY

YEAH, WE DON'T WANT TO DO THAT

The problem

A niche apparel brand reached out to me because they wanted to talk about growth. Specifically, how to grow very quickly.

They were at \$10MM in sales, growing at just under 10% a year, but it wasn't happening fast enough. They saw an opportunity to get to \$100MM and wanted to get there fast.

There was a licensor, a licensee, wholesale and retail partners. They knew I had experience with raising capital, recruiting partners, and ecommerce, three pieces they had identified as important to the growth of the business.

We went to work.

Growth they could live with

During my conversations with owners, managers, sales reps and customers, I was getting a hunch that this \$100MM figure was more of an abstraction than path. It was inspired by competitors who were winning accolades in publications like the Inc. 5000. The exact amount of capital needed was a big question mark as well as exactly what that capital would be used for.

I ran with that insight and helped them work backwards from the target to where they were today. Make those abstract numbers concrete.

What came out of those discussions was an aversion to taking on partners and giving up control.

Instead, it was agreed that a larger percentage of profits would be re-invested in the company for growth.

That was going to be a better fit for the licensor, licensee, and their retail partners.

The result

Once the ownership said, "yeah, we don't want to do that," and set a realistic target for growth, there was an immediate impact on the business.

Sales growth over that first year doubled and we improved margins by nearly five percent through staff involvement.

More important, the conversations around strategy have taken on a new urgency because the planned growth is coming true. It has gone from being an abstract discussion starting from "we should be bigger" to a concrete plan put in place after asking "how exactly will we increase sales this season?" questions.

It's growth they can live with.



IN BRIEF

Niche apparel company looking for massive growth.

My unique insight is that the growth target was abstract.

We created a strategy that provided growth they could live with.

Growth rate doubled, margins increased, no outside capital.