

Retail Apparel Case Study



Global textile manufacturer develops integration and growth strategy for recently acquired B2B2C apparel brand

Background and Objectives

Following the completion of a strategic acquisition in which BCE conducted rapid commercial diligence, a global textile client engaged BCE to support the follow-on integration by developing a brand and customer strategy for the new portfolio. The objectives for this post-acquisition strategy work included prioritizing market segments on which to focus the new entity, as well as refining and pivoting the brand positioning, value proposition, and overall brand architecture within the client's broader textile portfolio.

BCE supported a cross-functional team from both the acquiring company and the acquired brand leadership teams to execute a three-phased study. Phase 1 included internal interviews to understand brand integration implications and opportunities going forward, as well as an audit of key competitors and their respective positioning strategies in the market.

Given the business model for both companies emphasized on a B2B2C go-to-market process, Phase 2 centered on primary research among both the direct customer landscape (brands leveraging fabric to make apparel) and end-consumers (those purchasing the finished goods). BCE conducted primary calls with brands in key market segments across the North America, Europe, and Asia. Stakeholders for these included designers, merchants, and product development sources to capture broad (blinded) feedback on both the acquired and acquiring brands. Discussions focused on perceived value proposition for the companies and potential challenges/opportunities stemming from the acquisition. In parallel to these conversations, BCE also designed a custom brand survey distributed to end-consumers capturing feedback on overall awareness and strengths, weaknesses, and opportunities for the client brands. BCE used the results of this survey to identify key associations for each brand at a regional and category level to assess how they brands could (or could not) work together in consumers' minds.

In Phase 3, BCE worked closely with the client team to develop key implications from research findings and align on what Phase 1 and 2 analysis was telling us. This included multiple workshops facilitated by BCE evaluating direct customer feedback, corresponding consumer perceptions, and variations in regional and category perspectives. The output of Phase 3 allowed BCE and the client team to clearly understand how the client's brands should position to win on a regional basis, segment, basis, and individual customer basis.

BCE outlined its findings and recommendations in terms of a new brand architecture for the client and its portfolio. This architecture provided the framework for understanding the role of each brand in the portfolio, as well as the integration strategy to achieve this architecture.

Approach

Recommendations

