

REPOSITIONING SUPERDRY:

A Context-Aware Strategic Design and Implementation Plan



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1. EXECUTIVE SUMMARY

Superdry, once a global icon of British streetwear, is navigating a turbulent strategic period marked by declining brand relevance, weakened financial performance, and intense competitive pressure. This report presents a context-aware and blended strategy to reposition Superdry by integrating digital transformation, sustainability, and customer-centric innovation into a coherent and actionable roadmap for recovery and renewal.

Using diagnostic tools such as VRIO, PESTEL, and Porter's Five Forces, the analysis identifies internal inefficiencies and external shifts. These include the growth of circular fashion, digital consumer expectations, and a polarised apparel market where mid-tier brands face structural disadvantage. A TOWS Matrix guides the generation of strategic options, leading to a hybrid approach that positions Superdry as a purpose-driven and design-led brand focused on direct-to-consumer expansion and responsible production.

The implementation plan is supported by a Balanced Scorecard and Strategy Map, delivered through stakeholder-inclusive methods rooted in design thinking and Kotter's change model. This strategy does not aim for a short-term solution but for long-term repositioning and sustained differentiation. It is designed to ensure Superdry adapts and thrives within a BANI environment characterised by brittleness, anxiety, non-linearity, and uncertainty.

A complete set of strategy tools and frameworks applied in this report is provided in the appendix for in-depth detail, reference and transparency.



2. ORGANISATIONAL CONTEXT AND PURPOSE

Superdry plc is a UK based fashion retailer which is known for its distinctive blend of vintage Americana styling and Japanese graphics. Founded in 2003, the brand grew rapidly in the 2000s, achieving international expansion and listing on the London Stock Exchange. However, since peaking in 2018, Superdry has suffered significant strategic drift, with revenue volatility, eroded brand relevance, and operational missteps that have left it vulnerable in a maturing and highly competitive apparel industry.

Superdry's stated purpose is to "inspire and engage customers through contemporary design, rooted in premium quality and responsible production" (Superdry, 2023). Yet this mission has been undermined by underinvestment in digital, a lack of clear customer focus, and inconsistent sustainability messaging. The company now faces urgent challenges such as reclaiming brand equity, improving supply chain agility, modernising the customer experience, and adapting to macroeconomic turbulence (McKinsey, 2023; Just-Style, 2023).

For strategic focus, Superdry is treated here as a single business unit centred around its core owned retail and ecommerce operations. This focus enables direct control over product, pricing, promotion, and channel experience, which is critical for repositioning. In a BANI environment characterised by nonlinear consumer shifts, economic anxiety, and brand fragmentation, Superdry's purpose must be reconnected to execution (refer to Appendix section 1). This report proposes a blended strategy to do so, aligning purpose with practical performance design.



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3. INTERNAL AND EXTERNAL ANALYSIS

3.1 INTERNAL AUDIT: CAPABILITIES, RESOURCES AND STRATEGIC ASSETS

Superdry's internal environment reveals a mixed picture of strengths and structural constraints. While the brand retains elements of distinctiveness, its competitive advantage has eroded due to capability stagnation, underinvestment in digital systems, and operational inefficiencies.

VRIO ASSESSMENT OF SUPERDRY'S RESOURCES

Applying the VRIO framework (Barney, 1991), Superdry's key resources can be categorised as follows (refer to Appendix section 2):

Resource or Capability	Valuable	Rare	Inimitable	Organised	Strategic Outcome
Brand identity and heritage	Yes	Yes	No	No	Temporary advantage
Design and product durability	Yes	No	No	Yes	Competitive parity
Sustainability credentials	Yes	Yes	Yes	No	Untapped advantage
E-commerce platform	No	No	No	Yes	Disadvantage

Superdry's brand name was historically a rare asset in global streetwear. However, evolving consumer tastes have reduced its appeal among younger demographics. Its sustainability achievements, such as achieving over sixty percent of production from low-impact materials and earning a Climate A-List rating from CDP, present a strong potential asset. Despite this, they are not yet fully leveraged to drive brand value or consumer loyalty (Superdry, 2023; CDP, 2023).

DYNAMIC CAPABILITIES

Beyond evaluating existing resources, Superdry's ability to adapt and evolve over time is limited. While recent investments in digital infrastructure suggest some learning, the organisation still lags industry leaders in speed, responsiveness, and innovation culture (Helfat and Peteraf, 2009; McKinsey, 2023). Moreover, the lack of a scalable digital platform constrains Superdry's ability to respond quickly through direct channels and adapt its offerings in real time. These challenges indicate that Superdry's dynamic capabilities remain underdeveloped, limiting its ability to realign with fast-moving market demands (refer to Appendix section 4).

VALUE CHAIN EVALUATION

Using Porter's Value Chain model (refer to Appendix section 3), Superdry shows relative strength in inbound logistics and basic operations. Its garments maintain good build quality and durability. However, performance is weaker in marketing, service, and outbound logistics. The company's digital marketing lacks engagement with younger audiences, and delayed fulfilment in its wholesale channel has impacted revenues (Just-Style, 2023). Addressing these internal bottlenecks is essential to unlocking full value from Superdry's resource base and ensuring functional alignment with strategic goals.



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3.2 EXTERNAL LANDSCAPE: PESTEL AND FIVE FORCES

Superdry operates within a highly competitive and volatile fashion environment shaped by macroeconomic pressures, fast-changing consumer behaviours, and global retail transformation. To analyse this landscape, we apply PESTEL and Porter's Five Forces, offering insight into the risks and opportunities facing the brand (refer to Appendix section 5 and 6).

PESTEL ANALYSIS

Political: Superdry, being UK-based, has been affected by post-Brexit trade frictions, especially regarding EU imports and cross-border compliance. Tariff changes and customs delays have increased supply chain costs and complexity (Just-Style, 2023).

Economic: The UK and EU fashion markets are facing weak consumer sentiment due to inflation, rising interest rates, and the cost-of-living crisis. Apparel is a discretionary spend, and over 60% of UK consumers cut back on fashion in 2023 (McKinsey, 2023).

Social: Consumers, especially Gen Z and Millennials, increasingly demand sustainability, inclusivity, and ethical production. Second-hand shopping and rental models are rising, pushing brands to adapt or lose relevance (ThredUp, 2023).

Technological: Digitalisation is central to fashion retail. Competitors like Zara and Nike have adopted AI-driven merchandising, virtual try-ons, and robust omnichannel systems. Superdry has only recently begun modernising its tech stack (Superdry, 2023).

Environmental: ESG pressure is mounting. The EU is introducing strict sustainability regulations for textiles under initiatives such as the EU Strategy for Sustainable and Circular Textiles, part of the European Green Deal. Climate-conscious consumers increasingly expect lower impact materials and transparent, traceable supply chains (CDP, 2023).

Legal: Regulations on labour rights, carbon reporting, and circularity will intensify, particularly in the EU. Non-compliant fashion brands risk fines, bans, or reputational damage.

PORTER'S FIVE FORCES

Competitive Rivalry – High

Superdry competes in a mature, saturated market with high fixed costs. It is squeezed between ultra-fast fashion (e.g. Shein) and premium casualwear (e.g. Uniqlo, Nike). Intense discounting and trend volatility increase price competition.

Threat of New Entrants – Moderate

Entry barriers are relatively low due to e-commerce tools, but building credibility in sustainability, logistics, and product quality still takes time. New D2C brands are still proliferating.

Bargaining Power of Suppliers – Moderate

Superdry's reliance on Asian manufacturing exposes it to cost shocks and logistics delays. However, as a mid-sized buyer, it lacks the leverage that larger players have.

Bargaining Power of Buyers – High

Customers have abundant choice and access to pricing transparency online. Fashion loyalty is low, and price sensitivity is high in a cost-conscious economy.

Threat of Substitutes – High

Second-hand platforms (e.g. Depop, Vinted), rental services, and inexpensive fast fashion act as powerful substitutes. These trends align with shifting consumer values around sustainability and affordability.

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3.3 STRATEGIC SYNTHESIS: TOWS MATRIX AND STRATEGIC OPTIONS

Following the internal and external audits, a strategic synthesis is required to identify how Superdry can effectively respond to its current situation. The TOWS Matrix is used here to convert insights into actionable strategic options by aligning internal capabilities with external pressures and opportunities.

TOWS MATRIX SUMMARY

	Opportunities	Threats
Strengths	(SO strategies) <ul style="list-style-type: none"> • Leverage sustainability credentials to lead circular fashion initiatives (e.g. resale) • Use brand heritage and quality to regain trust through a 'buy less, buy better' narrative 	(ST strategies) <ul style="list-style-type: none"> • Use owned-store footprint to offer omnichannel experience against online-only competitors • Highlight durable product quality to counter fast fashion throwaway culture
Weaknesses	(WO strategies) <ul style="list-style-type: none"> • Invest in digital transformation to close e-commerce and marketing capability gaps • Expand womenswear and inclusive sizing to unlock underserved market segments 	(WT strategies) <ul style="list-style-type: none"> • Reduce dependency on volatile wholesale by growing direct-to-consumer sales • Streamline product range to increase operational efficiency and reduce markdown risk

(refer to Appendix section 7)

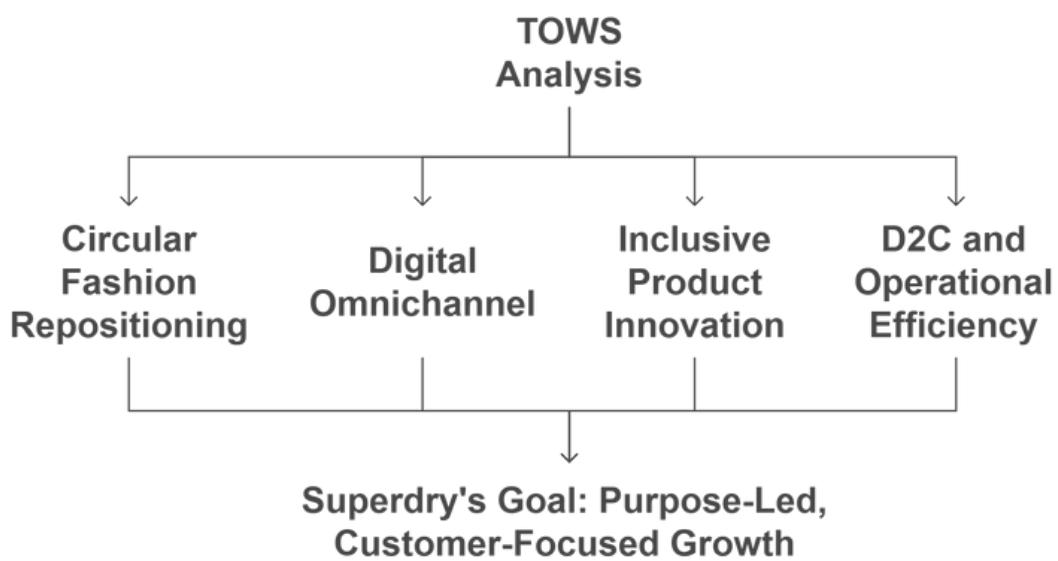
This strategic synthesis supports the hybrid strategy proposed in Section 4, combining product innovation with market development, and underpins the roadmap and implementation phases that follow.

STRATEGIC DIRECTION OPTIONS

Based on the TOWS outcomes, several blended strategic options emerge:

- **Brand Repositioning through Circular Fashion and Quality Narrative**
Re-establish Superdry as a design-forward, quality-led brand by building on its sustainability credentials. This aligns with emerging consumer demands for responsibility and authenticity.
- **Digital and Omnichannel Modernisation**
Upgrade Superdry's digital infrastructure and marketing to create a seamless customer experience, integrating offline and online channels.
- **Inclusive Growth through Product Innovation**
Expand inclusive offerings such as womenswear and culturally diverse designs, responding to demographic shifts and Gen Z values.
- **D2C Model Strengthening and Operational Focus**
Reduce reliance on underperforming wholesale partnerships. Instead, focus on direct-to-consumer relationships and optimise product assortment to protect margins.

Together, these strategic choices define Superdry's hybrid strategy by balancing product innovation, digital enablement, and operational agility to restore brand relevance and competitive positioning.



4. STRATEGIC CHOICE AND RATIONALE

Based on the synthesis of internal capabilities, external pressures, and strategic options from the TOWS Matrix, the most effective path forward for Superdry is a blended strategy that combines

- **Product Development** through inclusive and sustainable fashion innovation.
- **Market Development** through direct digital channels, e-commerce and mobile platforms.

This hybrid approach addresses both internal capability gaps and external market expectations while preserving Superdry's core design-led identity.

STRATEGIC FRAMING: ANSOFF AND PORTER

Under the Ansoff Matrix (refer to Appendix section 8), the strategy lies at the intersection of product and market development by introducing new product formats (e.g. circular collections, inclusive lines) to both existing and adjacent markets through enhanced channels like digital and mobile platforms (Ansoff, 1991).

Aligned with Porter's Generic Strategies (refer to Appendix section 9), the firm is moving towards differentiation focus. Rather than competing on price with fast fashion giants, Superdry can differentiate by offering ethically produced, well-crafted, and culturally relevant garments for design-conscious consumers. This enables margin protection while appealing to segments that value identity, sustainability, and quality (Porter, 2008).



VALUE PROPOSITION REALIGNMENT

Using the Value Proposition Canvas (Osterwalder et al., 2014) (refer to Appendix section 10), the refined value promise addresses key customer jobs and pain points:

- **Jobs:** Express personal identity through clothing, shop sustainably, access convenient online channels
- **Pains:** Brand fatigue, greenwashing scepticism, weak store experiences
- **Gains:** Style credibility, environmental peace of mind, frictionless purchase experience

Superdry's renewed value proposition becomes:

"For young and style-aware consumers who want authentic, sustainable streetwear, Superdry offers original, ethically crafted designs delivered through seamless digital and retail experiences."

STRATEGIC FIT

This blended strategy builds directly on Superdry's emerging strengths (sustainability track record, design heritage) while confronting weaknesses (digital underperformance, brand dilution). It positions the brand away from the price war battlefield and into a differentiated space that resonates with Gen Z and values-led consumers. It also lays the foundation for international expansion without heavy capital requirements, via scalable digital channels. The proposed value proposition sits at the heart of a refreshed business model, framed using the Business Model Canvas (Osterwalder et al., 2014) (refer to Appendix section 11), which guided design choices across channels, key activities, partnerships, and revenue models in support of Superdry's repositioning strategy.

5. STRATEGY DESIGN AND MAPPING

To translate Superdry's blended strategy into execution, a structured strategic framework is required. This section uses the Strategy Map and Balanced Scorecard models (Kaplan and Norton, 1996) to connect high-level objectives with measurable outcomes and aligned initiatives.

STRATEGIC VISION

"To reposition Superdry as a digitally agile, ethically grounded, and design-forward lifestyle brand, driving sustainable growth through product innovation and direct consumer relationships."

STRATEGY MAP: FROM VISION TO RESULTS

The structure of the Business Model Canvas helped inform the definition of key resources, partner alignment, and delivery channels, ensuring that the strategic roadmap was grounded in operational feasibility (refer to Appendix section 12).

Organised across the four Balanced Scorecard dimensions:

Perspective	Strategic Objectives
Financial	Improve operating margin and revenue quality
Customer	Rebuild brand trust among Gen Z and ethical consumers
Internal Processes	Streamline product development and boost omnichannel agility
Learning & Growth	Enhance digital capabilities and design innovation culture

These objectives are causally linked: learning fuels process improvements, which support customer engagement, driving financial performance.

BALANCED SCORECARD KPIS AND INITIATIVES

Perspective	KPI	Key Initiative
Financial	Gross margin, revenue per SKU	Product rationalisation, full-price sales recovery
Customer	Net Promoter Score (NPS), brand engagement	Resale platform launch, digital loyalty programme
Internal Processes	Stock turnover, time-to-market	Agile product dev, omnichannel tech integration
Learning & Growth	% revenue from new products, employee engagement	Innovation labs, ESG training across teams

This approach ensures Superdry's transformation is measurable, accountable, and actionable. The Balanced Scorecard functions as both a performance monitoring system and a strategic navigation tool throughout transformation. (refer to Appendix section 13)

IMPLEMENTATION MILESTONES

The strategy will be executed over three key phases (a detailed quarter-by-quarter plan is given in Appendix section 14) :

1. **Stabilise (Year 1)** – SKU rationalisation, digital infrastructure upgrade, wholesale exit from low-margin partners
2. **Reposition (Year 2)** – Launch of resale pilot, ESG marketing campaigns, influencer partnerships
3. **Scale (Year 3)** – International D2C growth, loyalty programme, omnichannel integration

6. STRATEGIC ALIGNMENT AND INCLUSIVE DESIGN

To ensure successful implementation, Superdry's strategy must be aligned internally across functions and people as well as externally with stakeholders, partners, and regulatory expectations. This section integrates stakeholder theory, inclusive strategy, and design thinking to strengthen both internal ownership and external legitimacy of the strategy.

STAKEHOLDER MAPPING AND PRIORITISATION

Using Mendelow's Power-Interest Matrix (1991) (refer to Appendix section 15), Superdry's primary stakeholders are categorised as:

Stakeholder Group	Power	Interest	Management Approach
Investors	High	High	Engage closely
Employees	Medium	High	Empower and involve
Gen Z Customers	Medium	High	Co-create and personalise
Wholesale Partners	Low	Medium	Inform, manage dependency
NGOs and Regulators	High	Low	Monitor and comply



INCLUSIVE STRATEGY IN PRACTICE

Drawing from design thinking and inclusive strategy models (Ates et al., 2023; Elkington, 1998), the proposed strategy embeds:

- **Procedural Justice:** All functional teams involved in roadmap shaping, ensuring fairness and clarity
- **Procedural Rationality:** Use of evidence-backed KPIs and visual tools (BSC, roadmap) to justify decision-making
- **Social Acceptability:** Emphasis on sustainability and inclusivity as brand norms, aligning with Gen Z values
- **Practical Acceptability:** Feasible phasing of transformation, considering operational and financial constraints

These principles will guide strategy workshops, onboarding sessions, and internal capability-building efforts, ensuring alignment from the boardroom to frontline staff.

CULTURAL AND FUNCTIONAL ALIGNMENT

Strategy will be cascaded through functions as follows:

Function	Strategic Focus
Marketing	ESG positioning, micro-targeted campaigns
Operations	Agile supply chain, SKU simplification
HR	Upskilling, culture shift towards innovation
Technology	Omnichannel capability building
Finance	Cash discipline, investment prioritisation

This ensures that the strategy is not abstract, but directly embedded into how departments plan, execute, and review (refer to Appendix section 16).

7. STRATEGIC REFLECTION AND LEARNING

7.1 DEVELOPMENT OF STRATEGIC APPROACH

The strategic design for Superdry emerged through an iterative, tool-led approach grounded in both group learning and consulting methodology. Drawing on principles from strategy-as-practice (Jarzabkowski and Spee, 2009), this section reflects on how frameworks were chosen, sequenced, and synthesised to construct a strategy that is not only theoretically sound but also contextually relevant and implementable.

TOOL SELECTION AND PROCESS

The diagnostic phase began with internal and external analysis tools—VRIO, Value Chain, PESTEL, and Five Forces. These were used not in isolation but as part of a scaffolded analysis pipeline. For example, PESTEL insights on macroeconomic stress and sustainability regulation directly informed the TOWS Matrix, while the Value Chain highlighted internal bottlenecks (e.g. outbound logistics and marketing) that had downstream implications for implementation feasibility. This structured and visual methodology improved my ability to translate abstract diagnosis into clear, targeted action plans, which is essential for strategic leadership.

Group learning during earlier coursework sessions shaped this sequencing logic and the consulting-style approach adopted during the Consulting Impact Challenge helped establish a preference for combining evidence-based diagnosis with visual strategy design. This led to the use of integrated tools like the Balanced Scorecard and Strategy Map to ensure performance logic and initiative tracking were embedded early in the design.



STRATEGIC FRAMING

The transition from insight to strategy was guided by TOWS and Ansoff Matrix logic. While conventional SWOT provides descriptive insight, TOWS enabled actionable framing for e.g., using Superdry's strengths in product quality and sustainability to counter fast-fashion threats. The Ansoff lens confirmed the viability of a hybrid product and market development strategy, given Superdry's need to reach new segments without abandoning its core.

Frameworks such as the Value Proposition Canvas and Business Model Canvas further helped to crystallize the customer-facing and internal delivery logic of the proposed repositioning. Their use was informed by both strategic literature (Osterwalder et al., 2014) and classroom templates, which made them easy to adapt into actionable content.

VISUAL AND INCLUSIVE TOOLS

To aid communication and stakeholder engagement, tools like the Stakeholder Map (Mendelow, 1991) and Roadmap Canvas were prioritised. These tools helped test both alignment and practical feasibility across business functions. The Strategy Map served as a bridge between vision and scorecard KPIs, helping visualise how strategic intent translates into action.

REFLECTION

Critically, tools were not treated as static templates but customised based on Superdry's position as a mid-sized, brand-led fashion firm. For example, instead of applying BCG blindly, focus was directed toward understanding value erosion and brand heat via dynamic tools. This processual flexibility, rooted in reflective group engagement and academic literature, ensured that the strategy was not only robust but adaptable.

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7.2 INFLUENCE ON CONTEXT AND PURPOSE

The strategic approach developed for Superdry was strongly influenced by the organisation's context, identity, and the structural purpose embedded in its brand and sector. As a mid-sized fashion retailer, Superdry operates within a complex business ecosystem where strategic decisions are shaped as much by meaning, values, and external legitimacy as by analytical models. This section reflects on how Superdry's organisational context and brand purpose affected the selection and adaptation of strategy tools.

ORGANISATIONAL CONTEXT: SECTOR, SCALE, AND STRUCTURE

Superdry functions as a single strategic business unit with a vertically integrated model. Unlike conglomerates that require portfolio-level planning, Superdry's brand-led structure made tools like the Business Model Canvas and Value Proposition Canvas more relevant. Its positioning was caught between high-street retail and aspirational fashion meant that differentiation and identity were more critical than scale economics.

As a UK-headquartered firm, Superdry is also impacted by macrostructural factors including post-Brexit trade friction, the cost-of-living crisis, and labour shortages, making external tools like PESTEL and Porter's Five Forces essential for contextual grounding (McKinsey, 2023; Superdry, 2023). The company's exposure to the wholesale channel required reflection on how much control it truly has over strategic execution, thus influencing the emphasis on D2C strategies and digital transformation.



STRATEGIC PURPOSE AND BRAND IDENTITY

Superdry's stated purpose focuses on combining design, sustainability, and responsible production (Superdry, 2023). However, this purpose has been inconsistently executed in recent years, weakening its brand credibility. The strategy design process was therefore guided by the need to realign tools with strategic purpose by moving from generic product or cost leadership models toward more purpose-driven frameworks such as the Triple Bottom Line (Elkington, 1998) and inclusive strategy design (Ates et al., 2023).

For example, rather than applying Porter's generic strategies rigidly, the decision to pursue a differentiation focus emerged by aligning purpose with market need—blending sustainability, design innovation, and community building. The Value Proposition Canvas enabled this alignment by mapping how Superdry's products can address deeper emotional and ethical customer jobs, particularly for Gen Z.

STRATEGY-AS-PRACTICE AND STAKEHOLDER INCLUSION

The process of engaging with strategy tools was also shaped by the Strategy-as-Practice (SaP) perspective (Jarzabkowski and Spee, 2009). This lens helped reframe tools like the Balanced Scorecard, not just as performance metrics but as sensemaking and communication artifacts to drive alignment across teams. The inclusion of the Mendelow Matrix and Design Thinking criteria helped to translate stakeholder complexity into concrete strategic decisions, especially balancing investor pressure with sustainability and cultural relevance.

REFLECTION

Superdry's context demanded flexibility and selectivity in tool use. Strategy models were adapted to match the brand's purpose, market volatility, and capacity constraints. Tools like TOWS and BMC became lenses to identify not only opportunity, but fit. This reinforces that strategic tools do not exist in isolation but must be continuously reinterpreted within the lived realities of the organisation they are designed to support.

7.3 STRATEGY IMPLEMENTATION AND CHALLENGES

Designing a strategic roadmap is only effective if paired with a realistic implementation plan. For a brand in transition, execution involves navigating cultural shifts, organisational readiness, and strategic capability building which is far beyond system upgrades or product rollouts. This section reflects on how implementation was structured, the challenges anticipated, and the change models used to guide transition.

IMPLEMENTATION FRAMEWORK

The implementation approach follows a staged design aligned with the Balanced Scorecard and Strategy Map. Rather than presenting a generic launch plan, the strategy is sequenced across three phases that are Stabilise, Reposition, and Scale, each tailored to resolve specific organisational challenges and unlock growth.

Functional responsibilities are cascaded using the Strategy Map, ensuring accountability across departments such as marketing, operations, HR, and technology. For example, marketing is accountable for Net Promoter Score and loyalty activation, while operations lead SKU optimisation and fulfilment efficiency.

A comprehensive quarter-by-quarter roadmap with detailed KPIs, owners, and milestones is included in Appendix 14, providing operational clarity to support execution.



CHANGE MANAGEMENT: KOTTER'S MODEL

To manage transformation at scale, Kotter's 8-Step Change Model was applied (Kotter, 1996) (refer to Appendix section 17):

1. **Create urgency:** Share brand heat and financial risk data with internal teams.
2. **Build a guiding coalition:** Cross-functional taskforces from digital, design, and operations.
3. **Form a strategic vision:** Anchored in sustainability, design innovation, and direct relationships.
4. **Communicate the vision:** Town halls, stakeholder map briefings, and weekly KPI dashboards.
5. **Empower action:** Digital training, budget approvals, feedback loops.
6. **Generate quick wins:** Launch capsule collections and resale pilot in Year 2.
7. **Consolidate gains:** Review performance every quarter, adjust roadmap.
8. **Anchor in culture:** Embed ESG and innovation KPIs into team performance reviews.

This structured model embeds change into Superdry's core operations, decision logic, and organisational learning systems.

ANTICIPATED BARRIERS AND MITIGATION

Key implementation risks include:

- **Cultural resistance:** Legacy teams may be sceptical of repositioning. Addressed through role clarity, internal storytelling, and design sprints.
- **Digital capability gaps:** Online engagement is essential but underdeveloped. Mitigated through partnerships and external hires in UX and performance marketing.
- **Resource stretch:** Financing remains fragile. Strategy is phased to match capital availability and leverage external investment (e.g. Hilco funding).

Superdry must also avoid strategic drift, so review mechanisms are built in. Quarterly strategy reviews will ensure KPI performance is evaluated, and market signals are interpreted through customer data dashboards.

8. CONCLUSION

This report has presented a context-sensitive strategic redesign for Superdry, aimed at restoring brand relevance, improving operational agility, and rebuilding consumer trust in a highly competitive fashion landscape. Through an integrated strategy that combines product innovation, digital-first transformation, and ESG-led repositioning, Superdry is positioned to move from survival toward sustainable differentiation.

The analysis began by diagnosing the internal and external misalignments that contributed to Superdry's decline, using tools such as VRIO, PESTEL, and Porter's Five Forces. The TOWS Matrix was then used to derive actionable options, leading to a blended strategy rooted in product development and market development, supported by a differentiation focus. This strategy aligns with Superdry's stated purpose while adapting to Gen Z's demand for authenticity, sustainability, and seamless digital experiences.

Implementation is designed through a staged roadmap, enabled by tools like the Balanced Scorecard, Strategy Map, and Kotter's change model, ensuring alignment between ambition and execution. The inclusion of inclusive strategy principles and stakeholder mapping reflects the report's commitment to sustainable and human-centred growth.

Ultimately, this strategy does not aim to turn Superdry into the next fast-fashion disruptor, but rather to reposition it as a purpose-led, digitally capable brand with long-term relevance in a volatile and values-driven market. In doing so, this strategy balances commercial resilience with cultural relevance by delivering both strategic fit and stakeholder value.



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10. APPENDICES

1. BANI FRAMEWORK SNAPSHOT

BANI Element	Description
Brittleness	Systems easily break under stress, lack redundancy
Anxiety	Widespread uncertainty leads to overcorrection
Nonlinearity	Outcomes disproportionate or unrelated to inputs
Incomprehensibility	Unclear patterns or causes due to complexity

2 VRIO FRAMEWORK

The VRIO framework (Barney, 1991) assesses the internal resources and capabilities of Superdry based on four criteria: Value, Rarity, Imitability, and Organisation. This evaluation helps determine the firm's potential for sustained competitive advantage.

Resource or Capability	Valuable	Rare	Inimitable	Organised	Strategic Outcome
Brand identity and heritage	Yes	Yes	No	No	Temporary advantage
Design and product durability	Yes	No	No	Yes	Competitive parity
Sustainability credentials	Yes	Yes	Yes	No	Untapped advantage
E-commerce platform	No	No	No	Yes	Disadvantage

SOURCE: ADAPTED FROM BARNEY (1991); SUPERDRY PLC ANNUAL REPORT (2023)

3 PORTER'S VALUE CHAIN ANALYSIS: SUPERDRY

Porter's Value Chain model (1985) identifies the primary and support activities that create value within a firm. For Superdry, key value-adding and underperforming areas have been analysed below to inform internal improvement priorities.

Primary Activities

Activity	Observation
Inbound Logistics	Stable supplier partnerships; relatively efficient intake process.
Operations	Garments well-made and durable; known for high-quality stitching and fabric.
Outbound Logistics	Weakness – Wholesale order fulfilment delays affecting revenue flow.
Marketing and Sales	Weakness – Poor social engagement and brand resonance among Gen Z.
Service	Underdeveloped – No loyalty programme or after-sale support currently in place.

Support Activities

Activity	Observation
Firm Infrastructure	Restructuring in progress; centralised but under cost pressure.
HR Management	Skills gap in digital and customer insight roles.
Technology Development	Recently upgraded systems; however, still behind best-in-class retailers.
Procurement	Potential for sustainability improvements; margin pressure from suppliers.

4 DYNAMIC CAPABILITIES ASSESSMENT

Dynamic capabilities refer to an organisation's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments (Teece et al., 1997; Helfat and Peteraf, 2009). For Superdry, dynamic capabilities are crucial for responding to industry turbulence and regaining competitive advantage.

Key Dimensions and Observations

Capability Type	Superdry's Current State
Sensing	Moderate – Aware of sustainability and consumer expectations but slow to respond.
Seizing	Weak – Limited ability to convert insight into rapid product or channel innovation.
Reconfiguring	Emerging – Some organisational restructuring and IT upgrades underway.
E-commerce Platform	Absent – No fully scalable platform to support direct-to-consumer innovation or analytics.

SOURCE: ADAPTED FROM TEECE ET AL. (1997); HELFAT AND PETERAF (2009); SUPERDRY PLC ANNUAL REPORT (2023)

Despite partial progress, Superdry's dynamic capabilities remain underdeveloped relative to industry leaders. Future advantage depends on faster innovation, cross-functional responsiveness, and building a scalable platform infrastructure to enable continuous learning.

5 PESTEL

The PESTEL framework identifies macro-environmental factors that influence Superdry's strategic options. The analysis focuses on the UK and EU apparel context during 2022–2024.

Factor	Impact on Superdry
Political	Post-Brexit trade barriers raise costs and reduce cross-border agility.
Economic	Inflation and weak consumer demand reduce apparel spending; over 60% of UK consumers cut back in 2023.
Social	Rising demand for sustainability and inclusion; Gen Z and Millennials favour ethical and diverse brands.
Technological	Industry leaders adopting AI-enabled merchandising and virtual try-ons; Superdry lags in digital maturity.
Environmental	ESG expectations rising; EU introducing strict sustainability regulations and textile circularity goals.
Legal	Increased scrutiny on labour practices, greenwashing, and carbon accountability in EU and UK jurisdictions.

SOURCES: JUST-STYLE (2023); MCKINSEY (2023); CDP (2023); THREDUP (2023); SUPERDRY PLC (2023)

6 PORTER'S FIVE FORCES ANALYSIS

The following table summarises Superdry's competitive environment using Porter's Five Forces (Porter, 2008):

Force	Pressure Level	Strategic Implications
Competitive Rivalry	High	Mature market, trend volatility, heavy discounting, squeezed by both fast and premium brands.
Threat of New Entrants	Moderate	Low tech barriers, but high branding and supply chain challenges; D2C brands growing rapidly.
Bargaining Power of Suppliers	Moderate	Relies on Asian sourcing, exposed to logistics shocks, limited leverage as mid-sized player.
Bargaining Power of Buyers	High	Online transparency and low brand loyalty increase buyer power in a price-sensitive market.
Threat of Substitutes	High	Strong growth in resale, rental, and fast fashion aligns with sustainability and price focus.

SOURCES: PORTER (2008); SUPERDRY PLC (2023); JUST-STYLE (2023); THREDUP (2023)

7 TOWS STRATEGIC SYNTHESIS MATRIX

The TOWS Matrix was applied to convert diagnostic insights into actionable strategic directions for Superdry. It combines internal resource capabilities with external environmental pressures.

	Opportunities	Threats
Strengths	(SO strategies) <ul style="list-style-type: none"> Leverage sustainability credentials to lead circular fashion initiatives (e.g. resale) Use brand heritage and quality to regain trust through a 'buy less, buy better' narrative 	(ST strategies) <ul style="list-style-type: none"> Use owned-store footprint to offer omnichannel experience against online-only competitors Highlight durable product quality to counter fast fashion throwaway culture
Weaknesses	(WO strategies) <ul style="list-style-type: none"> Invest in digital transformation to close e-commerce and marketing capability gaps Expand womenswear and inclusive sizing to unlock underserved market segments 	(WT strategies) <ul style="list-style-type: none"> Reduce dependency on volatile wholesale by growing direct-to-consumer sales Streamline product range to increase operational efficiency and reduce markdown risk

SOURCES: WEIHRICH (1982); SUPERDRY PLC (2023); MCKINSEY & CO (2023); THREDUP (2023); JUST-STYLE (2023)

This strategic synthesis supports the hybrid direction adopted in Section 4 and underpins later roadmap design.

8. ANSOFF MATRIX

Superdry is positioned at the intersection of Product Development and Market Development, introducing new product formats through direct, digital channels to both current and emerging segments.

	Existing Markets	New Markets
Existing Products	Market Penetration (not priority)	Market Development via D2C and digital channels
New Products	Product Development via circular, inclusive, or culturally adaptive lines	Not targeted in current plan

SOURCE: ANSOFF (1991)

9. PORTER'S GENERIC STRATEGY

Superdry's strategy aligns most closely with Differentiation Focus, appealing to younger, purpose-driven, ethically conscious consumer segments.

Strategy Type	Superdry's Application
Cost Leadership	No – mid-market pricing without competing on lowest cost
Differentiation	Yes – based on ethics, sustainability, and culturally relevant style for Gen Z and design-focused buyers
Focus (Niche Differentiation)	Yes – targeting values-led consumers through a style- and purpose-driven brand narrative

SOURCE: PORTER (2008)

10. VALUE PROPOSITION CANVAS

Customer Segment Profile

Jobs	Pains	Gains
Express personal identity	<ul style="list-style-type: none"> • Brand fatigue 	<ul style="list-style-type: none"> • Style credibility
Shop sustainably and ethically	<ul style="list-style-type: none"> • Greenwashing scepticism 	<ul style="list-style-type: none"> • Environmental peace of mind
Access seamless and convenient channels	<ul style="list-style-type: none"> • Weak store and digital experiences 	<ul style="list-style-type: none"> • Frictionless digital and retail engagement

Value Map

Products & Services	Pain Relievers	Gain Creators
Ethically crafted apparel	<ul style="list-style-type: none"> • Reinforced brand authenticity 	<ul style="list-style-type: none"> • Unique designs with emotional and identity appeal
Inclusive, culturally relevant designs	<ul style="list-style-type: none"> • Transparent ESG reporting 	<ul style="list-style-type: none"> • Social media ready, expressive aesthetics
Hybrid retail model (digital + physical)	<ul style="list-style-type: none"> • Easier access and checkout (D2C) 	<ul style="list-style-type: none"> • Seamless, tech-supported experiences

SOURCE: ADAPTED FROM OSTERWALDER ET AL. (2014); SUPERDRY PLC (2023)

11. BUSINESS MODEL CANVAS TABLE

Key Partners	Key Activities	Value Propositions
Sustainable textile suppliers	<ul style="list-style-type: none"> Product design and development 	<ul style="list-style-type: none"> Design-forward, culturally relevant fashion
E-commerce logistics providers (e.g., DPD, DHL)	<ul style="list-style-type: none"> Digital platform management and UX development 	<ul style="list-style-type: none"> Transparent, responsible sourcing (ESG-compliant)
Marketing and tech agencies	<ul style="list-style-type: none"> Content creation and digital marketing 	<ul style="list-style-type: none"> Frictionless omnichannel experience
Resale and circular fashion collaborators	<ul style="list-style-type: none"> Omnichannel retail execution 	<ul style="list-style-type: none"> Inclusive sizing, gender-neutral collections
Strategic retail landlords	<ul style="list-style-type: none"> Customer data analytics and loyalty programme development 	<ul style="list-style-type: none"> Accessible premium quality at fair price

Customer Relationships	Channels	Customer Segments
Community engagement through social platforms	<ul style="list-style-type: none"> Owned E-commerce website and mobile apps 	<ul style="list-style-type: none"> Gen Z consumers (urban, sustainability-conscious)
Loyalty programme (personalised offers, tiers)	<ul style="list-style-type: none"> Physical retail stores (UK and EU focus) 	<ul style="list-style-type: none"> Millennials seeking quality with ethical alignment
Co-creation through capsule feedback campaigns	<ul style="list-style-type: none"> Emerging resale platform (pilot) 	<ul style="list-style-type: none"> Culturally diverse fashion adopters in metropolitan hubs

Key Resources	Cost Structure	Revenue Streams
Brand equity and identity	• Supply chain and logistics costs	• Full-price retail and e-commerce sales
Internal design and product development team	• Marketing and digital investment	• Resale (commission-based) platform (Year 2 onward)
Digital infrastructure (ERP, CRM, data stack)	• Staff and technology training	• New subscription or loyalty-based offerings
Ethical sourcing contracts and ESG credentials	• R&D for circular products and sustainable packaging	• Wholesale accounts (selectively retained for margin protection)

12. STRATEGY MAP

Strategic Fit Alignment

Layer	Objective
Learning & Growth	Enhance digital capabilities and innovation culture
Internal Processes	Streamline product development and boost omnichannel agility
Customer	Rebuild brand trust among Gen Z and ethical consumers
Financial	Improve operating margin and revenue quality

13. BALANCED SCORECARD KPIS AND STRATEGIC INITIATIVES

Perspective	KPI Examples	Key Initiatives
Financial	Gross margin, revenue per SKU	Product rationalisation, full-price sales recovery
Customer	NPS, brand engagement	Resale platform launch, digital loyalty programme
Internal Processes	Stock turnover, time-to-market	Agile product development, omnichannel technology integration
Learning & Growth	% revenue from new products, engagement score	Innovation labs, ESG training across design and merchandising

14. STRATEGIC IMPLEMENTATION ROADMAP

Quarter	Key Activities	Owner(s)	Linked KPI
Q1	SKU rationalisation; identify low-margin wholesale accounts	Operations, Finance	Margin improvement, SKU count
Q2	Exit unprofitable wholesale partners; begin digital platform upgrades	Strategy, Tech	Wholesale revenue recovery
Q3	Build loyalty infrastructure; define ESG content standards	Marketing, ESG Lead	NPS baseline, ESG compliance index
Q4	Launch internal workshops on innovation and culture readiness	HR, Leadership Team	Engagement score, training completion

PHASE 1: STABILISE (YEAR 1)

Quarter	Key Activities	Owner(s)	Linked KPI
Q1	Launch capsule collections and influencer collaborations	Design, Marketing	Social engagement rate, sell-through
Q2	Launch resale platform pilot (initially UK only)	Digital, ESG Lead	Resale GMV, participation rate
Q3	Roll out ESG storytelling campaign across paid and owned media	Marketing, PR	Brand trust index, content reach
Q4	Launch loyalty programme beta with tiered personalised rewards	CRM, Marketing	Repeat purchase rate, loyalty activation

PHASE 2: REPOSITION (YEAR 2)

Quarter	Key Activities	Owner(s)	Linked KPI
Q1	Launch D2C expansion pilot in key EU markets	International Operations	D2C revenue share, CAC
Q2	Integrate ESG KPIs into staff performance management systems	HR, Finance	ESG KPI compliance rate, audit pass rate
Q3	Review data from omnichannel pilot; prepare for wider rollout	Digital, Retail Ops	Fulfilment rate, stock velocity
Q4	Conduct full strategy review and roadmap reset for FY2028 planning cycle	Strategy Office	KPI target attainment, roadmap update

PHASE 3: SCALE (YEAR 3)

15. STAKEHOLDER ANALYSIS:

This mapping informs how communication, engagement, and co-design practices should be adapted across stakeholder groups to reinforce alignment and inclusion during strategy execution.

Stakeholder Group	Power	Interest	Management Approach
Investors	High	High	Engage closely
Employees	Medium	High	Empower and involve
Gen Z Customers	Medium	High	Co-create and personalise
Wholesale Partners	Low	Medium	Inform, manage dependency
NGOs and Regulators	High	Low	Monitor and comply

SOURCE: ADAPTED FROM MENDELOW (1991); SUPERDRY PLC (2023)

16. FUNCTIONAL ALIGNMENT

Function	Strategic Focus	Example KPI	Responsible Owner
Marketing	ESG positioning, micro-campaigns	Campaign ROI, ESG content score	Head of Brand & Digital
Operations	Agile supply chain, SKU simplification	Fulfilment accuracy, cycle time	COO or Head of Logistics
HR	Upskilling, innovation culture	Training hours, engagement score	People Director
Technology	Omnichannel enablement	Site speed, click-to-convert	CTO
Finance	Cash discipline, investment prioritisation	Operating margin, ROI on initiatives	CFO

17. CHANGE MANAGEMENT: KOTTER'S 8-STEP MODEL

To support strategic transformation, Superdry's roadmap integrates Kotter's 8-Step Change Model (Kotter, 1996). Each stage has been adapted to Superdry's specific brand, operational, and cultural context.

Step	Application at Superdry
1. Create Urgency	Share internal brand heat maps and financial risks to establish urgency for repositioning.
2. Build a Guiding Coalition	Form cross-functional taskforces from digital, design, marketing, and operations.
3. Form a Strategic Vision	Align around repositioning vision: design-led, sustainable, and digitally connected.
4. Communicate the Vision	Conduct town halls, stakeholder briefings, and publish KPI dashboards for transparency.
5. Empower Action	Implement feedback loops, digital training, and decentralised budget approval processes.
6. Generate Quick Wins	Launch capsule collections and resale pilot to demonstrate early visible success.
7. Consolidate Gains	Review quarterly performance, adjust roadmap, and scale pilots that deliver traction.
8. Anchor in Culture	Embed ESG and innovation KPIs in employee performance reviews and internal reward systems.

SOURCE: ADAPTED FROM KOTTER (1996); SUPERDRY PLC (2023)

This model ensures that the transformation is not only structural but also cultural—anchoring new behaviours and expectations across the organisation.

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