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GLOBAL EXPANSION PLAN FOR

CARNAGE

PREPARED BY : GROUP 04

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Chapter 1 - Introduction

In today's rapidly evolving global marketplace, local brands with strong identities and compelling value propositions are uniquely positioned to expand beyond their domestic borders. *Carnage*, a premium Sri Lankan clothing brand rooted in youth culture, performance wear, and bold streetwear fashion, exemplifies such potential. With a distinct brand aesthetic, high-quality craftsmanship, and an authentic story that resonates with Gen Z and Millennial consumers, Carnage is poised for international success. This report explores the rationale behind choosing an export-led strategy as the most suitable approach for Carnage's global expansion. It analyzes market selection, entry modes, competitive advantages, and the practical implementation of exporting as a method that balances brand control, cost-effectiveness, and global reach. The strategy aims to uphold the brand's identity while positioning it competitively in culturally aligned, fashion-forward markets such as Australia, Singapore, and Thailand, with future ambitions in markets like the UK, Japan, and South Korea.



Chapter 2 - Business Selection

Within the current dynamic business world, businesses have immense opportunities to uplift their scales and capacities and thereby expand to a global level. Business expands globally with various intentions such as increasing the existing customer base, risk mitigation, increasing the market share within the industry, gaining economies of scale, increasing sales and profits via untapped markets, etc. The local business that we picked for this assignment is ‘Carnage’, a rapidly expanding premium local clothing brand.

2.1.Business selection.

As mentioned above the local business we chose is ‘Carnage’, which is a famous local lifestyle and sportswear brand. Based on their current performance and intentions, we have noticed that they have strong potential to enter and succeed in an international market. The brand operates in the dynamic intersection between performance based athletic wear and bold lifestyle wear, appealing fundamentally to young consumers. Carnage built its identity around youth culture, fitness and self-expression, which represents the main qualities that are increasingly sought after in the global clothing industry. Carnage offers a diverse range of premium high quality clothing products including gym tops, joggers, leggings, compression gear, street wear, oversized t-shirts, hoodies, shorts, essential accessories etc. As mentioned above, Carnage primarily targets Gen Z and Millennial consumers aged 18 to 35 who are influenced by global fitness and fashion trends. This target market is usually active on social media, and they are interested in going along with brands that offer more than just products. They seek to be a part of a lifestyle and a community through premium products and that’s what exactly Carnage offers through their products.

Carnage claims to be uniquely positioned for international growth due to its competitive advantages such as its premium brand identity, strong community-based marketing along with a product line that aligns with global trends such as the rise of athleisure, streetwear and well-built fabric consumption for brand identity. As per our observations, another factor that makes Carnage unique and stand out against the competitors is their ability to blend functionality with style, creating apparel that performs in the gym, streets, casual while transitioning seamlessly

into everyday wear. This has also led Carnage to gain a competitive advantage within the industry

2.2.What makes this business unique or competitive?

Carnage primarily identifies their global competitors as Gymshark, Vanquish, young LA, and also giant brands such as Adidas, Nike, Puma and Under Armor. Though these global brands dominate the international market with mass production of apparel, Carnage sets itself apart by appealing to a more fashion sensed community for a culturally aware youth audience. Furthermore, Carnage's collection feature bold visual aesthetics, statement making graphics and sleek silhouettes that resonate with Gen Z and Millennial consumers who seek individuality through fashion. Another unique and competitive factor is the brand's strategic and community building efforts instead of solely relying on conventional advertising.



2.3.Is there global demand or trend alignment for its product or service?

Absolutely yes! Carnage is well positioned to tap into several ongoing global trends. The athleisure market, which blends athletic functionality with lifestyle wear and sportswear, has been a dominant force in global fashion. As per the available research studies, the global sportswear and athleisure market itself is expected to continue growing at a strong pace, driven

by demand from millennials and Gen Z consumers who value brands, comfort and quality. Moreover, recently there has been a growing appetite for direct-to-consumer fashion brands that indicate a story and represent a strong community. As a result of the fact that Carnage is such a brand, it is predicted that they will align perfectly with the global standards offering it a strong base to attract international attention and loyalty. Therefore, amidst the above-mentioned uniqueness, competitive nature, trends and higher demand for the brand it will show positive progress within the global apparel industry.

2.4.How scalable and adaptable is the business internationally?

Carnage also possesses tremendous potential for worldwide scalability, driven by several factors: its business model, product range, branding, and production capacity. As a native digital brand, Carnage is not constrained by physical stores, thereby giving it agility and cost advantage to expand into new geographies through online channels. Through its strong online presence and social media platform utilization, Carnage can directly reach potential clients across the globe without being limited by traditional entry points into the market. Its scalability is also aided by the global nature of its product appeal, which is not subject to cultural or geographic adaptation, therefore appropriate for various global consumers' tastes.

From a business perspective, Sri Lanka is also known for its high standards of garment production and ethical labor. This makes Carnage's supply chain credible as it grows, and the confidence that the brand can consistently deliver quality as it increases production levels to meet international demand. Carnage may also take on strategic partnerships with international distributors, fitness personalities, or pop-up collaborations in key global cities to become more visible and test markets with relatively low risk.

Also, the brand's sustainable, athletic meets lifestyle aesthetic is inherently adaptable. When expanding to the European market, North America, or Southeast Asia, the core DNA of Carnage can be maintained while adapting specific campaigns or collections to accommodate regional market tastes. With flexibility and strong product and mission, Carnage can be scalable globally as well as locally relevant essential balance to any successful international expansion.

Chapter 3 - Strategy Identification and Market Analysis - Export Strategy for CARNAGE

3.1. Why Exporting is the Right Strategy for CARNAGE

For a brand like CARNAGE, which thrives on control, creativity, and maintaining a strong brand identity, exporting is the ideal entry strategy into the global market. It allows us to retain full ownership and creative direction of our products, while accessing international demand through selecting retail partners and e-commerce channels.

Exporting also limits the upfront risk - there is no need for physical stores, franchise relationships, or overseas manufacturing. We can efficiently test the market by shipping finished products from our home base to overseas retailers or customers directly to customers. This keeps quality intact and allows us to remain agile and responsive to changing trends.

3.2. Current Target Markets: Australia, Singapore and Thailand

We have selected Australia, Singapore and Thailand as our primary focus for international retail expansion. These countries offer high potential due to their cultural openness to fashion trends, existing demand for premium streetwear and relatively low entry barriers for exporters.

3.2.1. Australia

Why it's a good fit:

- Australia's fashion market is mature, with strong demand for international brands – particularly those rooted in streetwear, skate and music culture.
- Cities like Sydney and Melbourne have thriving subcultures and fashion communities that align with CARNAGE's brand vibe.
- Australian retailers are open to importing new niche brands if they demonstrate authenticity and edge.

CARNAGE's strengths in this market:

- Its mix of bold designs and premium craftsmanship resonates well with Australia's fashion-forward youth and creative professionals.

- E-commerce is already well-established, making direct-to-consumer deliveries even smoother.

Challenges:

- Currency fluctuations can impact pricing and margins.
- Local brands like Ksubi and P.E Nation are creating competition in the premium streetwear aisle.
- We need to manage shipping times from our base to keep fulfillment competitive.

Mitigation:

- Work with Australian streetwear boutiques to build a retail presence (e.g. Above the Clouds, Up There).
- Keep a small seasonal inventory locally using third-party logistics (3PL) to reduce delivery delays.
- Test pricing tiers across different collections to find the sweet spot between premium and accessible.

3.2.2. Singapore

Why it fits:

- Singapore is a fashion-conscious, trend-sensitive hub with high purchasing power, especially among Gen Z and millennials.
- As a regional hub, it also helps to increase brand visibility across Southeast Asia.
- Import logistics are simple and English is widely spoken, making communication and marketing easier.

CARNAGE's strengths in this market:

- Urban aesthetic and minimalist branding fit Singapore's "quiet luxury" and high-fashion sensibilities.
- Shoppers are open to limited-run collections and exclusivity, especially from independent labels.

Challenges:

- A saturated retail scene with fast fashion giants and luxury brands.
- High operating costs if we consider pop-ups or local events.

Mitigation:

- Focus on a selective presence in high-end multi-brand stores (e.g. Surrender, of course).
- Run small exclusive events tied to local events or street culture themes – position the brand as rare and hard to come by.
- Leverage social media partnerships with Singaporean influencers to accelerate online sales.

3.2.3. Thailand

Why it fits:

- Thailand's urban youth culture is rapidly evolving, especially in Bangkok, where Western streetwear thrives.
- Social media and the K-pop influence have created a demand for premium and visually striking clothing.
- Thai consumers appreciate foreign brands, especially when they align with cultural trends in music, fashion, and art.

CARNAGE's strengths in this market:

- The rugged yet refined aesthetic appeals to Thai fashion buyers looking for statement pieces.
- Thailand's climate lends itself to lightweight, breathable streetwear—CARNAGE can adapt collections for the weather without compromising the look.

Challenges:

- Import duties and VAT can drive up end-user pricing.
- There is a need to localize sizing and sometimes modify fit to suit regional body types.

Minimize:

- Build relationships with select Bangkok retailers (e.g. Carnival, Another Story).
- Develop region-specific fitness guides and materials for product pages.
- Partner with Thai fashionistas or influencers to interpret the brand in a local context.

3.3.Future Market Expansion: UK, South Korea, Japan and Canada

Once we gain traction in our first three markets, our plan is to expand exports to the UK, South Korea, Japan and Canada. Each of these offers key long-term value for a brand like CARNAGE.

3.3.1. UK

- London remains one of the world’s most influential fashion capitals.
- There is a clear cultural overlap with CARNAGE’s style – music, skate, urban grit.
- English-speaking and a strong e-commerce infrastructure make it a seamless export destination.
- We can enter through stores like END Clothing or size? or through pop-up collaborations with local artists and designers.

3.3.2. South Korea

- South Korea sets trends across Asia and globally – particularly in streetwear, music and youth culture.
- Seoul consumers value aesthetics, stories, and uniqueness.
- There is strong competition, but CARNAGE’s unique blend of quality and identity stands out if positioned correctly.
- Marketing will rely on collaborations with Korean fashionistas and TikTok/Instagram influencers.

3.3.3. Japan

- Although not part of our initial launch, Japan is a key long-term target. Tokyo’s underground fashion scene fits well with our identity.
- Consumers value quality, fine detail, and brand narratives.
- Japan is also a global fashion influencer – success here increases global credibility.

3.3.4. Canada

- A cultural and market extension of the US but with its own unique scene, particularly in Toronto and Vancouver.

- There is a loyal customer base for streetwear brands, and logistics can be managed from North America.
- Shared language and style culture reduces marketing friction.

3.4.Global Core Competitive Advantages

For CARNAGE to succeed in international markets, we need to focus on the qualities that make the brand stand out – and ensure those strengths are clear to global consumers. The following are the key competitive advantages that give CARNAGE an advantage overseas:

3.4.1. Authentic storytelling

CARNAGE is not just another clothing label – it has a real story behind it. The brand was born from street culture, creativity, music and art. That’s important because today’s consumers – especially in markets like Japan, Korea and the UK – are tired of fake branding or mass-produced labels that appear “underground”.

CARNAGE looks real because it really exists. We are close to the culture we represent. This authenticity connects deeply with trend-conscious buyers who want more than just pretty design – they want a brand with a voice and a purpose.

3.4.2. Premium Craftsmanship

Every product CARNAGE produces is built with a strong focus on quality – both in the way it looks and feels. We use high-quality materials, strong stitching, thoughtful tailoring and detailed finishing. It’s what sets us apart from fast fashion or generic online labels.

3.4.3. Limited production runs

We don’t mass-produce our collections. Instead, CARNAGE releases small, customized drops. This creates exclusivity – customers know they’re getting something unique that everyone else isn’t getting. It also creates a sense of urgency; people are tempted to buy quickly before items sell out.

3.4.4. Complete control over production

CARNAGE handles its own production process. That means no outsourcing to third-party factories where we can cut corners. We manage our own materials, production methods, and timelines. This helps us maintain the integrity of each product and allows us to scale gradually without compromising quality.

3.4.5. Fast creative turnaround

Because we control our production and design, CARNAGE can quickly adapt to changing trends, seasonal preferences, or local culture. If something is trending in Korea or Thailand, we can design and ship collections that speak to that trend – without waiting months for outsourced development.



Chapter 4 - Strategy Justification

The exporting strategy is the most effective, efficient and the sound approach for introducing the Sri Lankan distinctive clothing brand “CARNAGE” to a foreign market. The justification would be categorized under the sub areas: Alignment with Carnage’s long-term vision, Balanced approach to opportunity and risk and how the strategy addresses key international challenges as well.

4.1.Alignment with Carnage’s Long-Term Vision...

Carnage, a pristine clothing brand from Sri Lanka, probably needs to establish a sound reputation for fashionable, superior, culturally inspired apparel on a global scale. This long-term goal is supported by the exporting strategy, which permits regulated worldwide brand expansion without dropping the product quality or brand identity.

- Maintain the authenticity, artistry, expertise and economic advantage by keeping design and production in Sri Lanka.
- Using rented stores to establish a direct retail presence overseas so that consumers from around the world can interact with the brand directly.

This strategy guarantees that Carnage maintains its locality and design notion while expanding into a global fashion brand.

4.2.Balanced Approach to Opportunity and Risk...

In the fashion industry, the overseas markets are unpredictable since trends change rapidly. The export strategy maintains the best balance between opportunity and risk.

A Strategic Component	Benefit of an Exporting strategy
Risk to Finances	Unlike greenfield, there is no need to invest in extensive infrastructure or overseas production
Control of Brands	Style, quality, and individuality are preserved through production and design that stays in Sri Lanka.
Market identification	The brand may observe foreign consumer preferences directly and make stylish adjustments.
Adaptability	Low exit barriers that enable swift strategic changes if the market performs poorly.

This technique lowers the possibility of brand dilution and maintains control over the brand experience in contrast to franchising or licensing.

4.3.How the Strategy Addresses Key International Challenges...

4.3.1. Costs of Entering the Market

- Carnage avoids the heavy upfront expenses related to establishing regional offices or factories in other countries.
- An affordable method of increasing visibility and testing the market is to rent a store overseas.
- Profit margins are also protected by exporting clothing from Sri Lanka, where production is less expensive.

4.3.2. Cultural Adaptation

- Carnage can localize customer experience, including marketing, customer service, and store design, while maintaining a consistent product line through direct store operations.
- This hybrid localization enables Carnage to combine local fashion trends with Sri Lankan fashion sensibility.

4.3.3. Brand Integrity and Image

- Carnage guarantees consistency in quality, branding, and consumer perception by controlling production and owning the retail location.
- Brand experience is crucial in the fashion industry, and Carnage's approach enables them to create a unified worldwide brand that feels high-end and genuine.

Overall, the exporting strategy with rented retail outlets gives Carnage a smart pathway to scale while maintaining their brand identity as they seek international growth from Sri Lanka. The company achieves three benefits through this approach: Worldwide growth at minimal risk and reduced capital expenses,

- ❖ Overseas brand management excellence and superior customer experience,
- ❖ A solid base for future business partnerships or major investments after brand establishment.

The strategy represents the optimal method for Carnage to achieve their worldwide objectives because it delivers both immediate market access and lasting brand expansion opportunities.

Chapter 5 - Global Expansion and Implementation Plan

As mentioned above Carnage, along with their strong domestic presence, the brand now aims to scale globally using export strategy. Rather than setting up new factories abroad, Carnage has opted to adopt an export-led path, where it will locally manufacture products and export them to overseas-rented/owned retail chains. Through this method, the brand can exercise complete control over product quality while ensuring maximum cost effectiveness, brand consistency, and supply chain control.

5.1. Major Milestones and Timelines.

The proposed timeline for Carnage and its expansion would span approximately 24 to 30 months with five critical phases. They are defined below:

5.1.1. Market research and country selection phase.

This phase would range from one to three months. This phase is dedicated to selecting the most potential international markets. This requires in-depth research on customer demographics, demand for premium lifestyle wear, sportswear, consumer expenditure patterns, competitive landscape, and trade regulations. Markets such as the USA, United Kingdom, Australia, and Singapore are promising prospects because of their active lifestyles, developed retail ecosystems, and receptiveness to international brands. The objective is to shortlist 1–2 nations whose profiles best fit Carnage's high-end positioning and product appeal.

5.1.2. Legal and regulatory setup.

This process is estimated to range from the third month to the sixth month. After the market selection, the brand has to focus on getting the company registration, obtaining necessary retail licenses, understanding local import duties, and ensuring tax compliance in order to initiate their proposed retail presence. Moreover, Carnage would also have to work with customs officers to direct trade regulations and thereby ensure the smooth transition of goods from Sri Lanka to the foreign retail stores.

5.1.3. Partner Identification and Supply Chain Setup.

This step would consume the period ranging from the sixth month to the ninth month. In this phase, Carnage will set up its operational structures in the targeted markets. Finding logistics

partners, freight forwarders, customs brokers, and local warehouse suppliers are some of the key activities. Simultaneously, the company will purchase retail space, design store layouts, and install POS systems. Maintaining an uninterrupted supply chain between Sri Lanka and the foreign stores is the top priority at this phase.

5.1.4. Pilot Launch in Selected Markets.

It is calculated that this step would range from the ninth month to the 15th month. Carnage will then launch pilot outlets in high-potential cities. The flagship outlets will test-run the popularity of the brand and operational readiness. A curated product range will be showcased, backed by localized promotions, influencer partnerships, and soft launch offers. Sales patterns, customer feedback, and reaction obtained will be utilized to tweak offerings and smoothen any logistical or service issues.

5.1.5. Full Retail Expansion and Online Integration.

This step would range from the 16th month to the 30th month. If the pilot launch is a success, Carnage will expand its retail footprint by opening additional stores in nearby cities or states. The company will also launch localized e-commerce platforms to reach digitally savvy consumers. Regional promotions and seasonal collections will be launched, positioning Carnage as relevant and competitive in each market. New countries may also be considered for expansion at this stage by the company.

5.2.Key resources required.

We have identified three crucial resources that are identified as necessary resource requirements to proceed. First is Human Resources that includes personnel requirements such as logistics managers to oversee shipments and tracking, retail and operational managers for each outlet and marketing executives to initiate and manage localized positioning strategies. Furthermore, local retail staff will be hired and will be trained to deliver customer experience consistent with Carnage's premium image.

The next crucial resource is the capital requirement for this expansion. As Carnage has chosen to follow an export strategy instead of proceeding with a greenfield investment the capital investment and resources required for this expansion are comparatively low. But it still requires a significant funding including funds to produce apparels in Sri Lanka, funds for the logistic

expenses funds to set up the retail store via rent or lease, funds for recruitment and training of the staff, funds for marketing and launching the brand, etc. Moreover, a solid financial reserve will also be mandatory to be maintained so that the company can manage the unexpected costs and issues ensuring seamless and operations.

Another key resource that seems necessary is the potential strategic partnerships. This includes freight forwarders and logistics companies for smooth distribution, custom clearance agencies to manage cross border compliance, local digital marketing firms for targeted promotions etc.

5.3.Risk Management and Contingency Strategies.

While assessing the key resource requirements and timelines for the procedures, it is also important for Carnage to come up with solid risk management and contingency strategies. Foreign expansion involves various risks including trade regulations, customs delays, and import tariffs, which will be mitigated by Carnage through solid documentation, experienced customs brokers, and leveraging Free Trade Agreements. Demand uncertainty may require experimental shipments with limited inventory and data-driven marketing, price, and product adjustment. Supply chain interruption resulting from worldwide shipping problems will be addressed through buffer stock and multiple freight suppliers. Volatility in exchange rates exposes profit margins to risks, and hence Carnage utilizes hedging products and instruments as well as market products local to currencies. Lastly, for managing various legal and compliance requirements, local legal advisors will be employed in each country to comply mandatorily with employment, tax, and retail laws.

5.4.Addressing Cultural and Communication Differences.

Finally, to Implement the above expansion strategy, they must integrate well into the cultural and social factors of each target market. Carnage will expand its international reach by recruiting locally to build customer trust and cultural fit, ensuring the employees are aware of consumer behavior, fashion, and service standards. Cross-cultural training programs will help maintain smooth coordination among Sri Lankan head office and foreign teams, including workplace practices, communication, and regional issues. To appeal to different markets, Carnage will be localizing product lines by adjusting color palettes, materials, and seasonal offerings based on climate and cultural norms while adjusting marketing collateral, signage, and online content to

emotionally resonate with customers. Multilingual customer service will also exist in-store and online, with translated documents, product signage, and website content that are sensitive to the languages and dialects of each market to better respond to customers and brand identities.

Afterall, it is safe to say that Carnage's international expansion export-driven strategy can be considered as a financially sound way of expanding themselves to the foreign markets. With centralized production in Sri Lanka and overseas retailing, the brand can ensure product quality while leveraging local market knowledge.

Chapter 6 - Conclusion

Carnage's export strategy presents a well-calibrated, risk-conscious pathway to international growth. By retaining control over production in Sri Lanka and entering foreign markets through selective retail partnerships and e-commerce, Carnage ensures brand integrity, product quality, and operational efficiency. The selected target markets are not only receptive to premium lifestyle and streetwear brands but also offer manageable entry barriers and alignment with Carnage's identity. Moreover, this approach allows for scalable, adaptable growth while maintaining the brand's creative vision and exclusivity. With a structured implementation plan, strategic partnerships, and a strong digital presence, Carnage is well-positioned to evolve from a local favorite to a globally recognized fashion brand. The exporting model not only minimizes financial and operational risks but also lays a strong foundation for long-term brand equity and global market relevance.

Let me know if you want these sections tailored for a specific format like a presentation or academic paper.

Workload Matrix

ID	Name	Contribution
23693	S A D J Dhakshana	Business Selection & Global Expansion and Implementation Plan
23694	P U Dawatage	Business Selection and Edit Documentation
23639	H M P S Prasanjalie	Strategy Justification
23483	N M G Madushani	Strategy Identification and Market Analysis
23857	D B I S Wickramasooriya	Introduction & Conclusion

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