

KEY LEADER DEVELOPMENT TO DRIVE GROWTH AT BONMARCHÉ

Bonmarché

BONMARCHÉ IS ONE OF THE COUNTRY'S LARGEST WOMENSWEAR RETAILERS, TARGETING THE 50+ FEMALE MARKET. THE COMPANY PRIDES ITSELF ON OFFERING STYLISH, QUALITY CLOTHING AT GREAT VALUE, UNDERPINNED BY OUTSTANDING CUSTOMER SERVICE. ESTABLISHED IN 1982, BONMARCHÉ NOW OPERATES AROUND 275 LOCATIONS THROUGHOUT THE UK, SUPPORTED BY AN EXPANDING INTERNET AND TELEPHONE ORDERING BUSINESS. IT WAS FLOATED ON THE LONDON STOCK EXCHANGE IN 2013.

CASE STUDY: BONMARCHÉ



THE CHALLENGE

Claire Gebski, Retail Controller, leads the Bonmarché regional manager team. The team of experienced managers has been at the heart of Bonmarché's success against a difficult trading backdrop. Claire wanted to invest in professional development for the group as an endorsement of their commitment and contribution; and to foster improved links across what had previously been several sub-groups. She approached Brathay to design and deliver a development programme to realise this.

THE SOLUTION

Brathay consultants spent time understanding Bonmarché's needs which resulted in the design of a 15-month programme of residential workshops, action-learning sets and short targeted inputs. This had dual aims: for each person to create an individual action plan, recognising their strengths and development aspirations as leaders in the business; and to foster a real team identity across what had been sub-groups. The duration of the programme and the variety of learning environments were designed to engage the team in a high-quality reflective experience; unusual for busy, target-driven individuals. Brathay designed the sessions to enable participants to take increasing responsibility for their learning, within and beyond the programme.

OUTCOMES

Emerging from a challenging business environment, the programme was very well-received by participants who recognised the investment as an endorsement of their hard work and future potential. Personal learning and professional development was enhanced by 360 feedback and structured reflection, which provided significant benefits to individuals. As a result of the programme, the artificial barriers across former sub-groups of managers have disappeared, and there has been an improvement in the sharing of best practice and active seeking of collaboration opportunities.

"THE BRATHAY PROGRAMME UNDERPINS OUR GROWTH PLANS. WE HAVE SEEN IMPROVEMENTS IN COLLABORATIVE WORKING AND SUPPORT BETWEEN MEMBERS OF THE TEAM. FOR INDIVIDUALS THERE IS ENHANCED SELF-AWARENESS AND EMOTIONAL INTELLIGENCE. WORKING RELATIONSHIPS HAVE IMPROVED, NOT JUST BETWEEN PEERS, BUT ALSO WITHIN THE LINE AND THROUGHOUT WIDER WORKING GROUPS."

Claire Gebski
Retail Controller
