



Richard *Chapple*

CO-FOUNDER &
CHIEF GROWTH OFFICER

Richard has 20 years' experience in DTC eCommerce. He's an expert at unlocking huge, profitable and sustainable growth for start-ups, scale-ups and established businesses. As Head of Marketing at play.com, Founder & CEO at THG Ingenuity and CMO at Gymshark, he helped grow all three into unicorn companies.

Functional & *Fabulous* podcast

Discussed on the show:

PAGE 3: Intro to *The Growth* Foundation

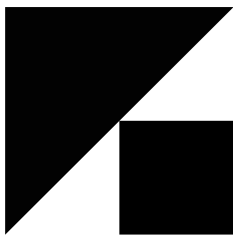
PAGE 7: Strategy vs Tactics & Growth Quadrant.

PAGE 22: Order Rescue.

Generate 4% incremental orders in your sleep

Further reading:

PAGE 37: *The Growth* Foundation further introduction and success stories.



THE GROWTH
FOUNDATION



UNEXPECTED
GROWTH



GROWTH INTO
NEW AREAS



SLOWER-THAN-
EXPECTED GROWTH

Not all growth is *good*

The wrong kind is exhausting and unfocused. Paying the long-term price for short-term decisions. Growing, but into areas that are time-consuming and unprofitable. New unknowns appearing daily on the horizon.

But our knowledge and experience can help you grow the right way. Because for us, growth isn't new and disorienting. We recognise the patterns and have the answers. We've been there and seen it first-hand, countless times before.



We help brands understand their place in the world and bring clarity to their thinking throughout their business in order to help them grow the right way.

Consultancy

HOW TO GROW THE RIGHT WAY

Services

HELP TO GROW THE RIGHT WAY

Products

GROW THE RIGHT WAY IN YOUR SLEEP

Clients of all sizes come to us to grow the right way



OUR MISSION

To help businesses succeed by
applying our hard-earned knowledge
to show them the right way to grow;
pitfalls avoided, no opportunity
missed.



WE MAKE GROWTH

Manageable
Sustainable
Profitable
Enjoyable



The Foundations

THE RULES

Strategy

A great product and some lucky breaks can get you so far, but to really grow you need a proper, robust plan and a vision.

THE GAME

Execution

Can you turn your plan into action? Do you have the skills, systems, tools, people and processes to deliver on your strategy?

An example, *we can all probably relate to*



THE RULES

SITUATION

I DON'T LIKE THE WAY I FEELS (LOW ENERGY)
OR LOOKS (MY SON SAID I'M NOT HENCH)

MISSION

BE THE HOLLYWOOD RICH

OBJECTIVE

LOSE 15KGS BY 01/06/23

STRATEGY

DIET - MOVE MORE & EAT BETTER



The Game

Tactics, actions & control (measures)

Join the gym

Hire a personal trainer

Stop alcohol midweek*

Stop buying and eating beige food

Record movement

Record food intake

Visualise the hollywood me

Put a 'fat' photo of me on the fridge

**excludes work events* 😞



The Foundations

THE RULES

SITUATION

What's happening now?

MISSION/VISION

Why do we exist?

OBJECTIVE

How much? By when?

WHERE YOU PLAY

What are your products, audience, sales channels & geographies?

HOW YOU WIN

How do you operate as a brand and behave as people?

THE GAME

The Foundations

The right way to grow

When your foundations are all working brilliantly - strategically and tactically - growth is manageable, sustainable, profitable and enjoyable.

THE RULES

SITUATION

What's happening now?

MISSION/VISION

Why do we exist?

OBJECTIVE

How much? By when?

WHERE YOU PLAY

What are your products, audience, sales channels & geographies?

HOW YOU WIN

How do you operate as a brand and behave as people?

THE GAME

BRAND

Articulate the reason your business and products exist throughout your company - internally and externally

PRODUCT

Make or source products your target audience love

MARKETING

Build brand awareness and drive the most and best traffic to your sales channel with targeted campaigns at the lowest cost.

TRADING

Convert traffic and visitors into customers.

OPERATIONS

Deliver. Continuously improve your customer experience and reduce wasted time and cost.

INSIGHT

Deliver target audience and commercial insight to all business functions, for better decision making during execution.

TECH

Design, develop, deploy, sustain and enhance the tools the business needs to operate; secure & compliant with regulations.

FINANCE

Enable the business with capital, financial, risk management and controls necessary to support all business activities.

TALENT

People are everything. Put the right people in place, at the right time and create the best working culture for them to succeed.

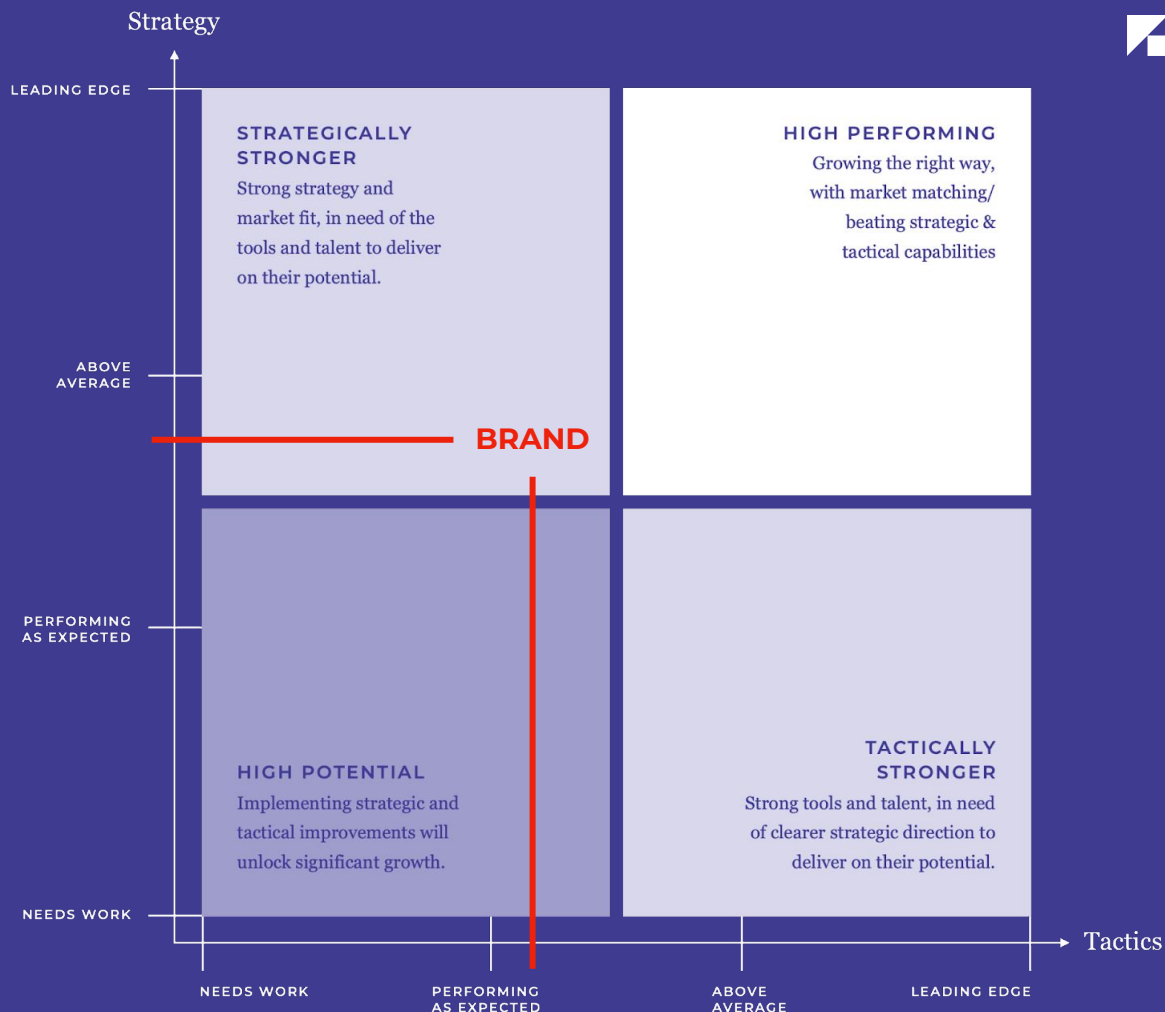
EXEC

Challenge functions to deliver objectives. Deliver today's P&L, plan for growth tomorrow, leave things better than we found them.



The Growth Quadrant

allows a score of the brand's strategic clarity and tactical capabilities, compared to similar brands in their product category at a similar stage or age, can be plotted to show where attention is needed to get into the high performing quadrant.





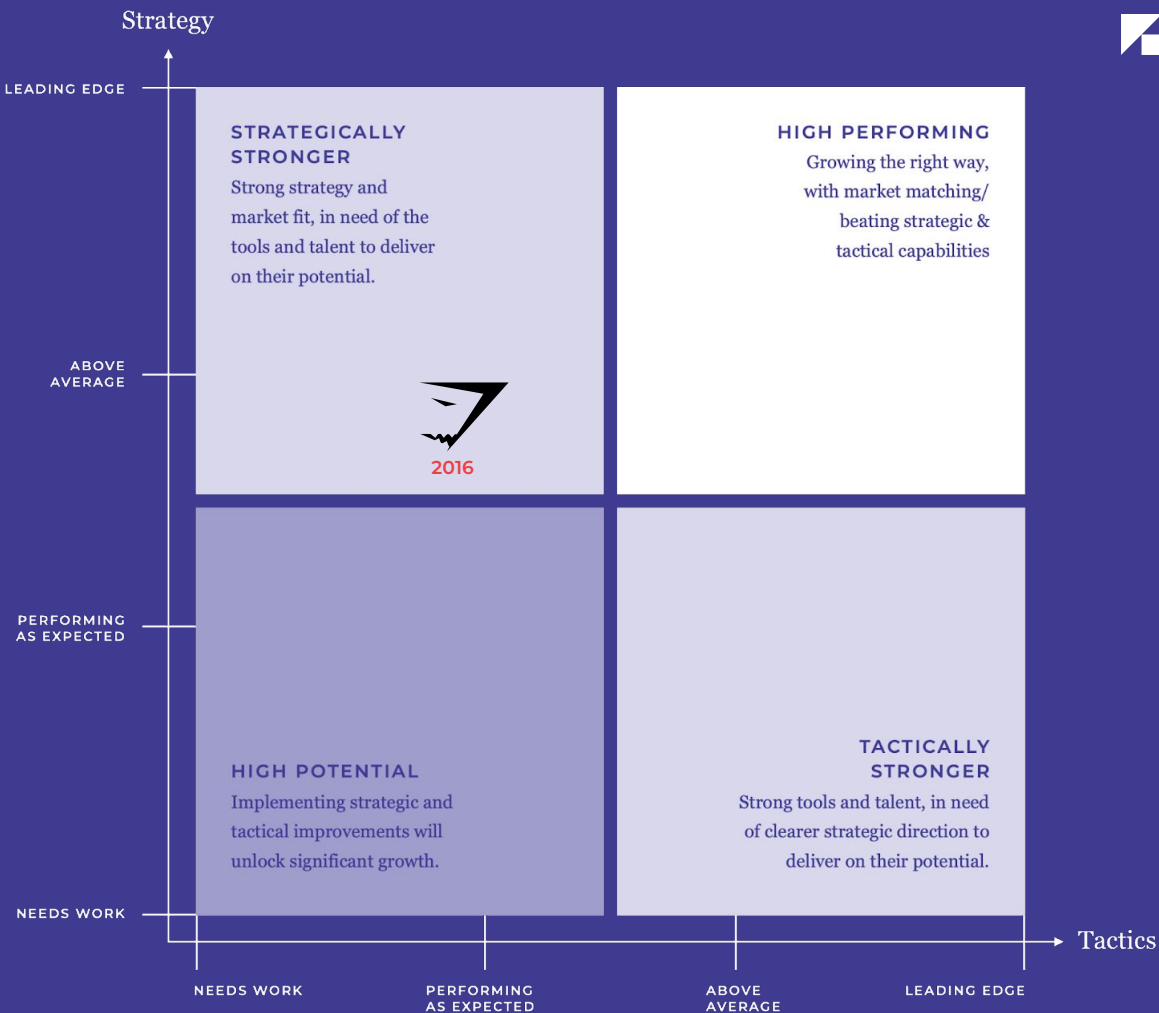
The Growth Quadrant

AN EXAMPLE: GYMSHARK

2016 - *Strategically stronger*

When we met Gymshark, their strategy was above average (particularly around product & target audience fit) but it wasn't truly understood by its owners or the wider team. A narrative void was setting in, no-one really knowing what the mission and vision of the company was.

Tactically, they were only performing as expected. The success of the strategy and product market fit caused fast growth which exposed commercially immature tools and talent that were weak or had low operational scale/elasticity.





Strategy *The Rules*

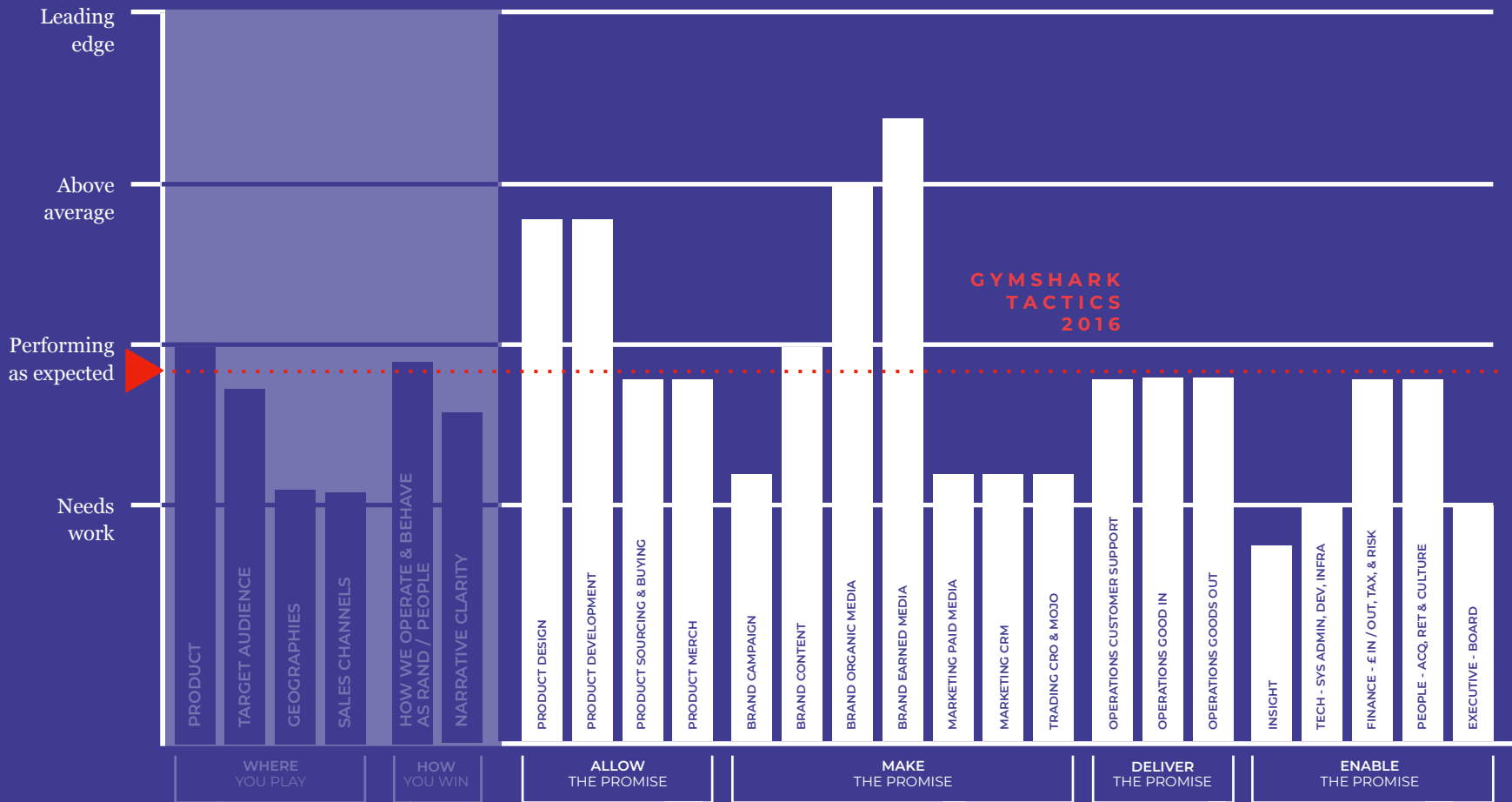
Tactics *The Game*





Strategy *The Rules*

Tactics *The Game*







Daniel-son =
(the hero)



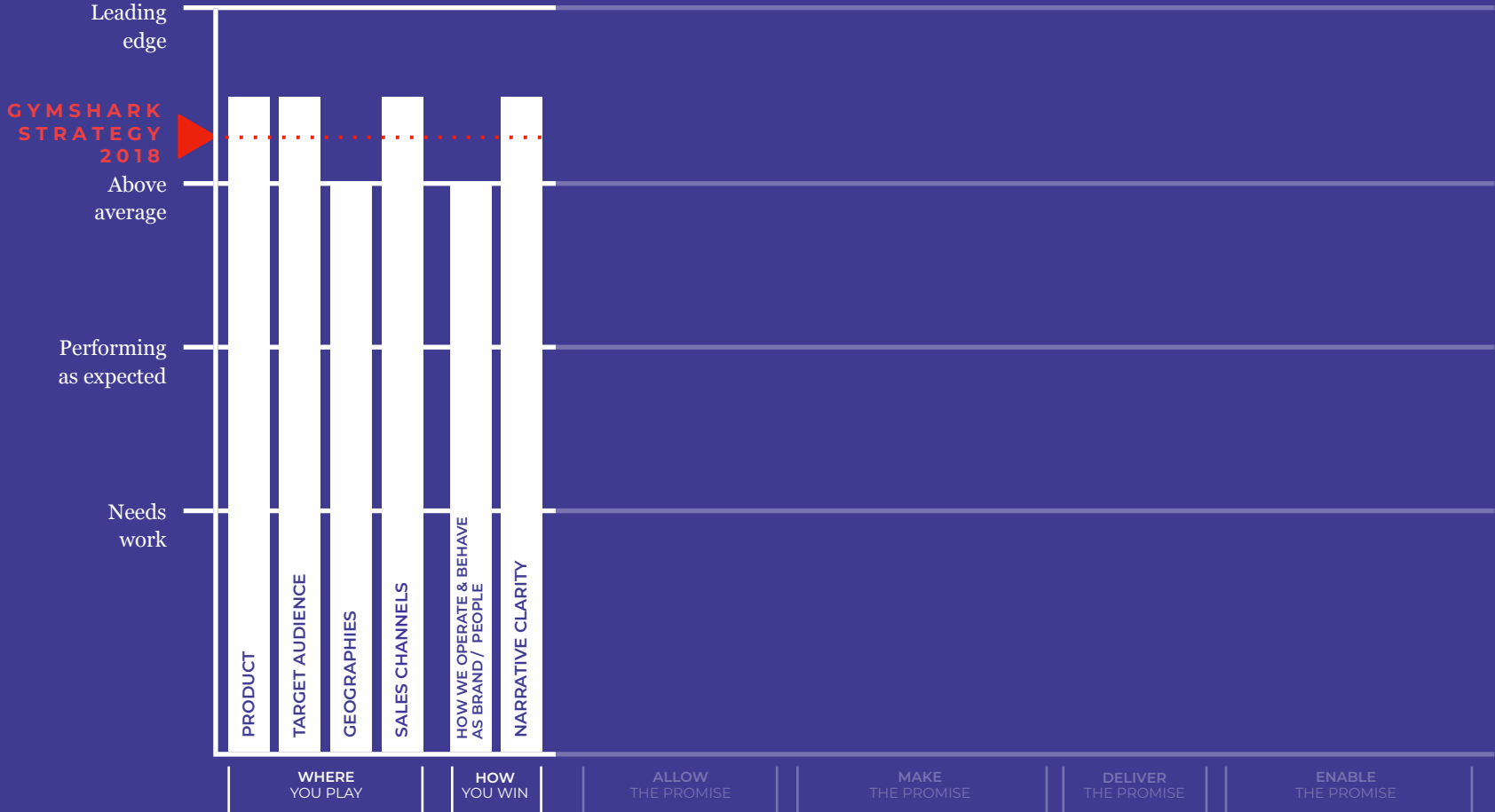
Mr Miyagi = *playbook*
(the guide)





Strategy *The Rules*

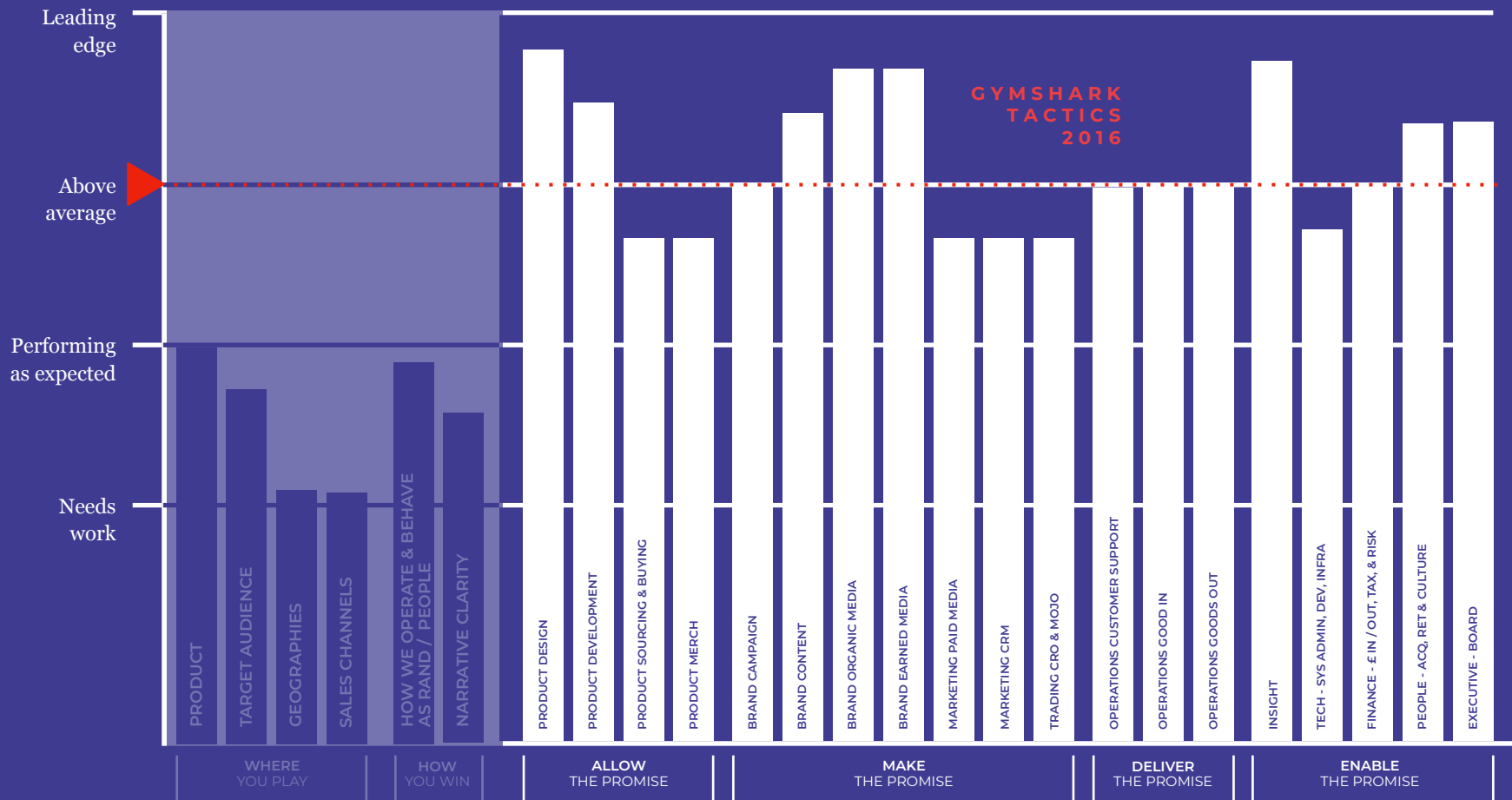
Tactics *The Game*





Strategy *The Rules*

Tactics *The Game*





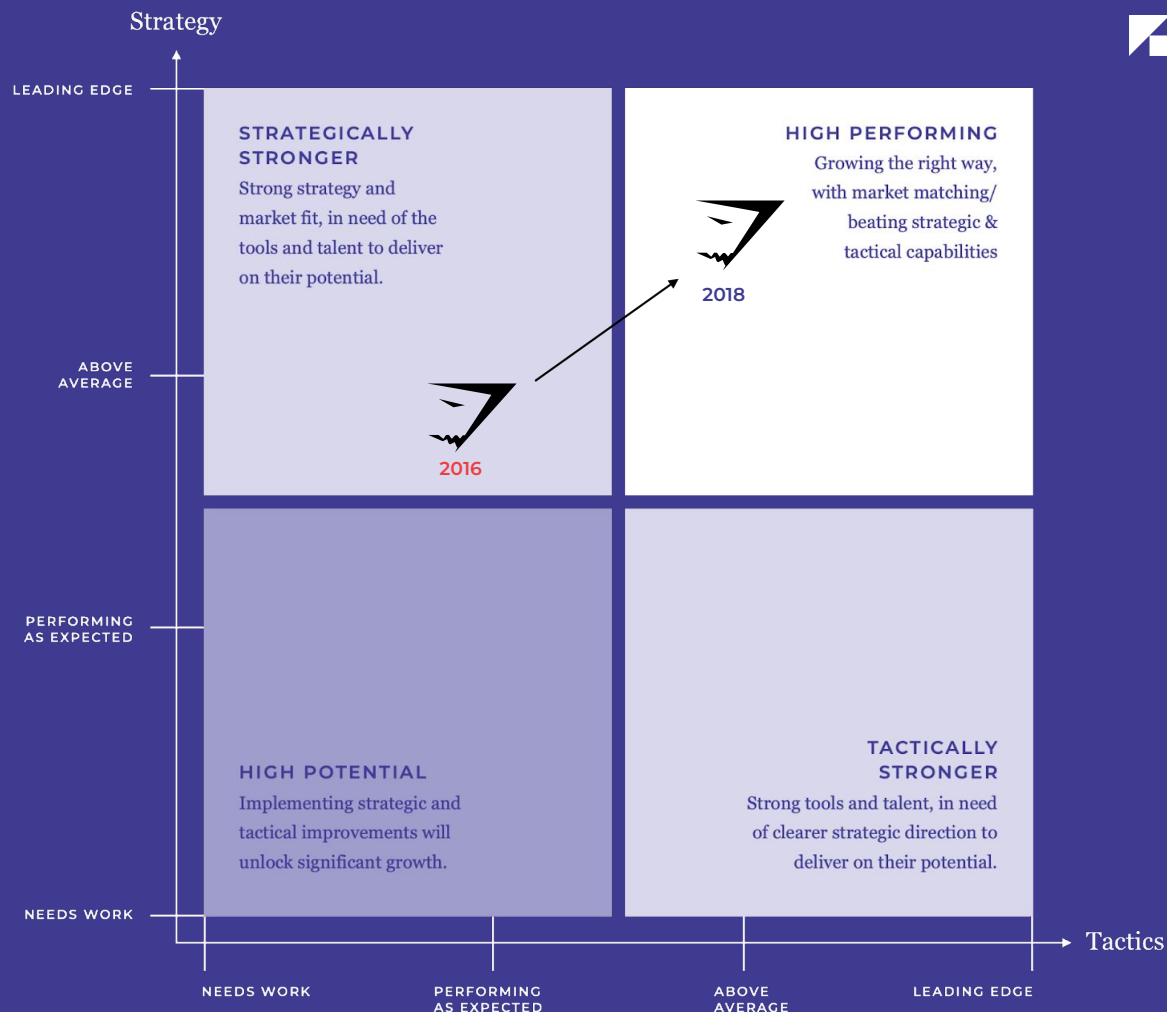
The Growth Quadrant

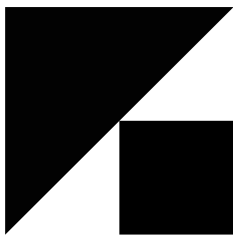
AN EXAMPLE: GYMSHARK

2018 - High Performing.

Over 24 months Gymshark developed a strategy Playbook, which defined where they played and how they would win, which pushed them way above average strategically. Their mission, vision, objectives, where the business plays and how it wins became understood across each and every person, supplier and partner in the business.

In parallel, Gymshark raised their tactical capabilities to above average too - focussing on deploying the right tools and resources (for the strategy) at the right time. This accelerated growth the right way, propelling them to the success they're now famous for.





THE GROWTH
FOUNDATION



UNEXPECTED
GROWTH



GROWTH INTO
NEW AREAS



SLOWER-THAN-
EXPECTED GROWTH



ORDER

RESCUE

from





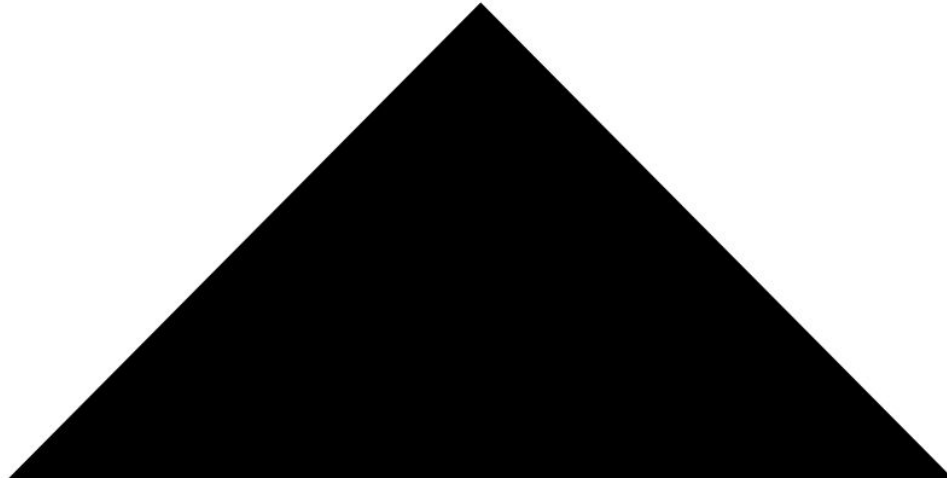
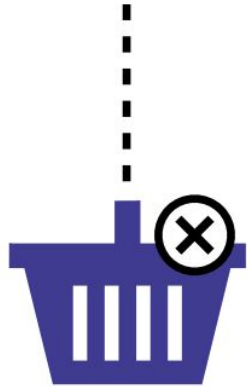
*Something
surprising* is
happening at
the checkout...



We discovered it by looking at *the sales that didn't happen.*

We built our own bespoke checkout analytic tracking tool - way more detailed than the usual analytics or e-commerce platforms provide.

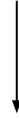
Then we installed it in a handful of our largest clients and analysed 2.5 million checkouts over six months. And we found something unexpected.



8% of all
checkout
sessions *try*
an invalid code
and leave.

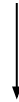


They get to the
checkout with a
full basket.



WELCMME10

They try a code that
doesn't work (often
the correct code,
typed incorrectly).



They get a cold, unhelpful
rejection message and
leave frustrated.

WE GOT TO THINKING...

How can we
*rescue those
orders?*



PATENT PENDING

After all, every potential customer who gets to the checkout costs you \$15 to get there.

Why let 8% leave?

\$100 AoV x 15% marketing cost of sale ([source](#))



PATENT PENDING

It wouldn't happen *in a real shop.*

A customer walks up to a till with a full basket, but their voucher's damaged or out of date. There's no way that store would let the customer put down their basket and walk away. They'd offer them a little something to close the deal.

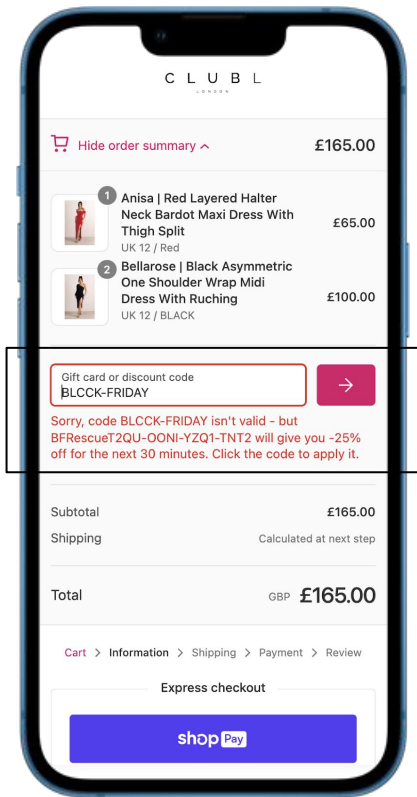
That's what Order Rescue does.



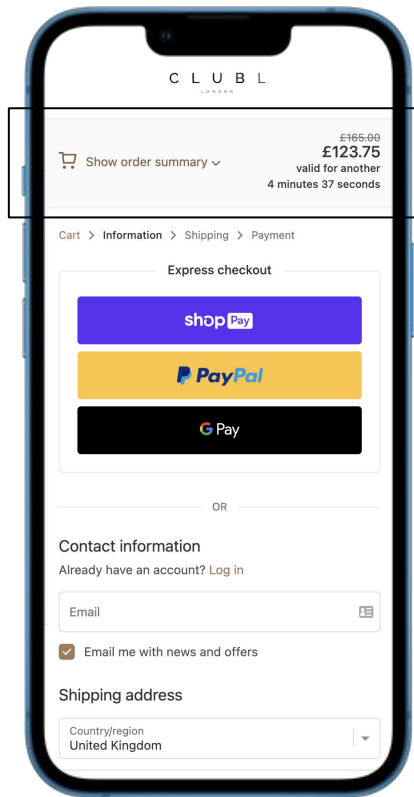
Order Rescue replaces invalid codes *with one that works*.

Instead of a rejection, Order Rescue generates a code and *customisable offer* that - just like a real store - gives the customer something instead of nothing.

The result? Nearly **50%** of orders that try a code are rescued, turning frustrated lost opportunities into happy, new customers.



1. A customer mis-types Black-Friday. Order Rescue automatically offers them a code that works.



2. The offer (in this case a discount) is applied automatically, along with a countdown to drive purchase.

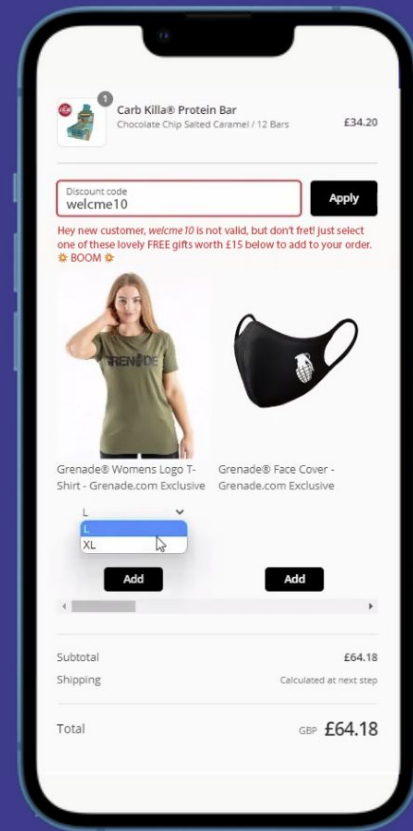
Order Rescue works *the way you work*

What it offers is completely up to you and totally customisable.

It could be free delivery. Or a gift with purchase. Or a saving. Whatever feels right for your brand.

It's designed to:

- Protect *margin*
- Protect *brand equity*
- Increase *revenue*
- Reduce *marketing spend* (you've paid to get people to your site already).



Here, the merchant has chosen to offer a *gift with purchase*.

And now, the *results are in*

+5%

CONVERSION RATE
ON AVERAGE

+500k

RESCUED ORDERS

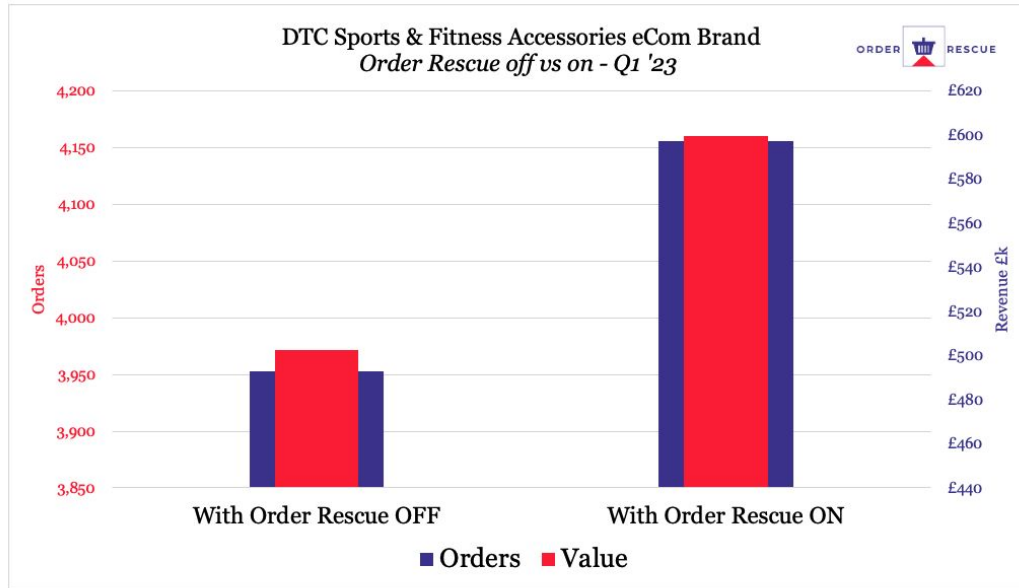
+300k

NEW CUSTOMERS

(and a lot of very
happy merchants)



+£97k Revenue in Q1 '23,
total investment of £6.5k,
x15 return on spend.



WWW.ORDERRESCUE.COM

Check out this DTC sports & fitness accessories eCommerce Brand, with Order Rescue ON vs OFF over Q1 - 2023:

ORDERS +5.13% (ALL NEW CUSTOMERS)

WITH ORDER RESCUE ON: 4,156

WITH ORDER RESCUE OFF: 3,953

REVENUE: +19.28%

WITH ORDER RESCUE ON: £599,428

WITH ORDER RESCUE OFF: £502,537

AOV: +13.46%

WITH ORDER RESCUE ON: £144.24

WITH ORDER RESCUE OFF: £127.13

The merchant configured their rescue offer to give 5% off for new customers when they enter invalid codes when checking out.

SPEND: £6.5K

ORDER RESCUE APP: £499/MONTH

5% DISCOUNT: £5K OVER Q1



C L U B L

L O N D O N

£50m+ ARR - PREMIUM APPAREL - FIVE INTERNATIONAL STORES

“Order Rescue generated £75k incremental revenue for our UK store over Black Friday - Cyber Monday alone and has generated +3% revenue everyday in Q4 ‘22, we’re now rolling it out across all our international stores”

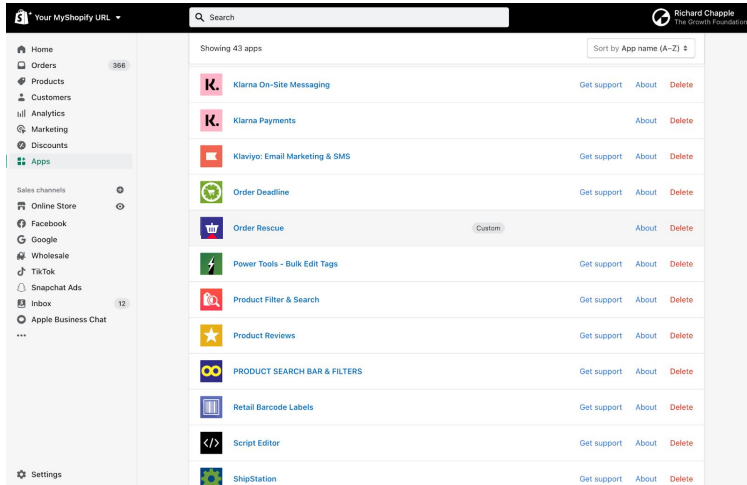
KARL LLOYD

CFO - CLUB L LONDON



PATENT PENDING

How to get Order Rescue *working for you*



1. JOIN THE BETA WAITLIST

Head to orderrescue.com. We'll fire over the install wizard to get you started and can help with the set-up if needed.

2. SEE THE OPPORTUNITY

Before you commit to Order Rescue, you can see the size of the opportunity in tracking mode. Just by adding one line of code at the checkout, you'll instantly be able to see the number of people who are trying invalid codes and leaving - and how much incremental revenue you could make by rescuing them.

3. TURN ON AND OPTIMISE

The next step - turn it on and customise it so it offers exactly what you want. Simple-to-read graphs and charts quickly show you what's performing well. So you can turn features off and on to adapt your tactics and keep getting better and better results (integrates with Google Optimise).



Order Rescue was conceived designed and developed by The Growth Foundation.

Having spent over 20 years in e-commerce helping scaleups grow from £10 million to over £100 million, we're experts in helping businesses grow the right way across all their foundations; from brand to operations, talent to CRM.

Conversion rate optimisation is one of these crucial foundations, and it's why we developed Order Rescue to help merchants grow their business as they sleep.

CLIENTS WE HELP TO GROW THE RIGHT WAY



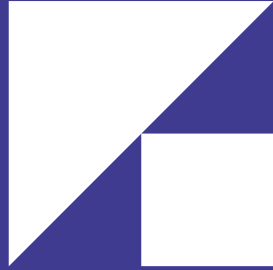
PATENT PENDING



Join the beta waitlist at orderrescue.com



thegrowth.foundation
[180 Strand, London](#) | [Dubai Silicon Oasis, Dubai](#)



THE GROWTH
FOUNDATION

Introduction & Creds - Q1 2023

Whatever the
opportunities and
challenges you face
we'll help you grow
the right way



Not all growth is *good*

The wrong kind is exhausting and unfocused. Paying the long-term price for short-term decisions. Growing, but into areas that are time-consuming and unprofitable. New unknowns appearing daily on the horizon.

But our knowledge and experience can help you grow the right way. Because for us, growth isn't new and disorienting. We recognise the patterns and have the answers. We've been there and seen it first-hand, countless times before.



“We have the skills to advise, improve and collaborate across *every aspect of your business.*”

SARAH JASPER-BAKER
CO-FOUNDER & CEO

BRAND

STRATEGY

CREATIVE EXECUTION

CAMPAIGN MANAGEMENT

MARKETING

PAID MEDIA

CRM

TRADING

FIRST PARTY (D2C/ECOMMERCE/POP-UPS)

THIRD PARTY (MARKETPLACE/AMAZON/WHOLESALE)

CRO

OPERATIONS

FIRST PARTY

THIRD PARTY

RETURNS

PACKAGING

INSIGHT

DASHBOARDS/KPIS

TECH

SYSTEMS ARCHITECTURE DESIGN

SYSTEMS INTEGRATION

FINANCE

PROFIT ENHANCEMENT

CASHFLOW

FUNDING

EXIT READINESS

PEOPLE

TALENT RECRUITMENT

CULTURE & VALUES

EXECUTIVE

BOARD ADVISORY

NXD



OUR MISSION

To help businesses succeed by
applying our hard-earned knowledge
to show them the right way to grow;
pitfalls avoided, no opportunity
missed.



WE MAKE GROWTH

Manageable
Sustainable
Profitable
Enjoyable



How we unlock growth *across your foundations*

1.

The Audit



GET THE WHOLE PICTURE

Growing the right way can only happen if you start with the whole picture. Our audits cast an expert eye over every aspect of your business analysing which areas need the most attention, to help you grow without the growing pains. Results ranked in RoI order, these audits have unlocked huge growth for companies across a wide range of sectors.

2.

The Playbook

DEFINE THE RULES

It's vital companies understand the direction they're growing in. Our business-defining Playbooks lay out a clear vision and direction, set the rules for successful growth and show how to apply them across your entire business. So every employee from the boardroom to the warehouse knows your purpose, objectives and strategic direction, and every decision moving forward is the right one for the company.

3.

Interim Support

DELIVER THE DAY-TO-DAY

No business can afford to stop everything to get their foundations right. At any stage of working together, our specialist teams can offer support to any part of your organisation. Our people can fill the gaps in the everyday running of your business - strategically and tactically. And if you don't have the talent in place, our recruitment team can find them, and even train them if needed.



“The only way to build something exceptional is to *get the foundations right.*”

RICHARD CHAPPLE
CO-FOUNDER & CHIEF GROWTH OFFICER



THE RIGHT WAY TO GROW

All your foundations working brilliantly - strategically and tactically

BRAND

PRODUCT

MARKETING

TRADING

OPERATIONS

INSIGHT

TECH

FINANCE

TALENT

EXEC

External | Internal



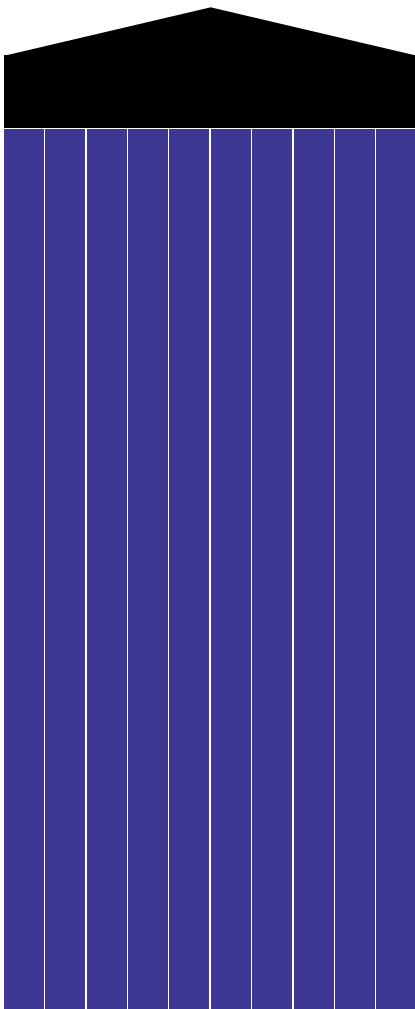
THE RIGHT WAY TO GROW

All your foundations working brilliantly - strategically and tactically



External | Internal





Growth has *no* *sector*

Wherever there's potential for success, that's where we'll be. It's why we've worked across such a wide range of sectors; from manufacturing to fintech, and cosmetics to NFTs.

We're especially strong in consumer packaged goods with a direct-to-consumer eCommerce model, but we've experienced everything from utilities to high-end fashion. Our skills can be applied to virtually anything in terms of product, target audience and sales channel, and the territories we're currently strongest in are the UK, USA and the EU.



SOME OF OUR CLIENTS - GROWING THE RIGHT WAY



47
SKIN

HEARST

pixi®

Barilla
The Italian Food Company. Since 1877.

JADED
LONDON

BOXRAW

AKT

BOTHER



AMG
PETRONAS
FORMULA ONE TEAM

BB
BULLYBILLIOWS

ARNE

itch.

GRENADÉ

RUROC®

ONNIT



SCULPTED
AIMEE CONNOLLY

BGF

SLG★



pukka

schuh



Carbon Theory.™



Tandem Group plc

WOMEN'S BEST



CLUBL
LONDON

GYM+
COFFEE

DR. DAVID JACK
LONDON

VIACOM.

THEGIVINGMOVEMENT

PEREGRINE
MADE IN ENGLAND

MAUVAIS



rumind
WELLNESS

FullGreen.

FRAHM
TOUGH BEAUTIFUL

STYLEHEAT

THEWESSTHEATJEWEL

crêpeaffaire

STEP ONE™



PURE
ELECTRIC

PREVAYL

GYMSHARK

VIVO

BUILT FOR ATHLETES™



SNUG



HERA

OLIVIA'S

Daily Mail



OOOOO.

SOFA CLUB®

WAU

Archus
The healthcare infrastructure specialist

The Walt Disney Company

NADINE MERABI

STRATHBERRY

bedfolk

Olsam.

Success stories*

*Some of our clients prefer to remain anonymous, but everyone here is happy to go on the record. Just ask us for a reference.



NADINE MERABI

“Honestly, I can’t thank you enough for all your advice, connections and support. It’s been my dream in business to be surrounded with world class talent and experience, so it’s incredible to see you working with the brand.”

BLUE WILSON
MANAGING DIRECTOR





“The Growth Foundation are a hugely knowledgeable and influential eCommerce consultancy. Working together on over 30 brands, they are a key partner for us in growth eCommerce.”

DAVE MORRISSEY
VERTICAL LEAD, ECOMM & RETAIL



ARNE

We've helped brothers Ryan and Reece Broadhurst grow ARNE clothing from their Mum's bungalow to a 100,000 sq ft warehouse. One of the main reasons behind their spectacular growth is the devotion of their best customers, so our CRM team designed and launched their first VIP programme. Featuring special one-off pieces available only to members, it's doubled customer lifetime value in less than twelve months.

50%

INCREASE IN CLV
OVER 12 MONTHS



ARNE

“The Growth Foundation told us the problems we’d run into long before they happened, and were there to help us when they did.”

REECE BROADHURST
CO-FOUNDER



New system? *New opportunities.*

A client in the fashion sector brought in our CRM team to help them migrate to a new platform. We provided strategic and executional support to make the move as seamless as possible, helped them put a whole new CRM team in place to run the system, and drove significantly more customers to the site.



85%

INCREASE IN TRAFFIC
OVER 4 MONTHS



SNUG

Snug sofas had no CRM department. In July 2021, our Principal CRM Director Kim Doan came in to get things up and running. In December they hired someone to continue her remarkable results.

£550k

SALES NOV 2021
UP 9.5% ON NOV 2020

456%

INCREASE IN SALES
245% INCREASE
IN ORDERS.

£1.7m

SALES FROM CRM ALONE
JUNE 2021 - DEC 2021





“We’ve worked with lots of agencies and *no-one has ever understood us until now.*”

BEN AMANNA
FOUNDER, BOXRAW



BGF

When businesses are looking for the right path to growth, we show them the way.

Our audits for the Business Growth Fund (BGF) cast an expert eye over everything from operations and trading to brand and communications. We report back with invaluable insights, advice on any missed opportunities and the key actions needed to reach the next level.

After these audits, we can get to work. Many of the businesses we meet at this stage go on to become our best clients.

“These reports
are like gold dust
for any businesses
trying to grow.”

JAMES SYROTIUK
BGF INVESTOR



WAU

WAU were working blind and had no view on cash runway to inform decision-making. We very quickly built a 12-month forecast, providing the visibility they so desperately needed. All decisions are now made with everyone knowing the true impact on cash.

VISIBILITY ON CASH
RUNWAY WITHIN

24
hours



Fund-raising is our *bread and butter*

Fund raising is a key factor in ensuring a business fulfils its growth potential. The process can be extremely intense, challenging and time-consuming. But we've been there and done it countless times, and can take away this huge distraction from the day-to-day running of your business.

£7m

IN EQUITY
RAISED

RURoC

£250k

TRADE FINANCE
FACILITY

bedfolk

£80k

MEDIA BUYING
FACILITY

 **Different Dog**



Get your CRM into *terrific shape*

The Growth Foundation CRM team worked with this health and fitness brand from Dec 2021 to March 2022. They had no in-house team, so we came in to run everything from overall channel strategies to the day-to-day executions. Four months later, their results were stronger than ever.

£220k

SALES IN JUST 4 MONTHS
UP 259% YOY

140%

INCREASE
IN SESSIONS YOY

322%

RISE IN SALES FROM CRM ALONE
JAN 2021 VS JAN 2022





“The Growth Foundation have been a pleasure to work with. We’ve learned a lot about ourselves and the Playbook helped us explore how best to motivate and engage our employees, and get them on board with our vision.

JADE & GRANT GOULDEN
CO-FOUNDERS



HERA

“We’ve just got off our Paid Media strategy call and we’re a bit speechless. What Mat presented went above and beyond anything we could have expected. He absolutely smashed it out the park. That’s all I can say really as I’m a bit lost for words!”

GEORGIA RICHARDSON
CHIEF BRAND OFFICER



How to grow *unicorns*

OUR FOUNDERS

It didn't take long for Richard and Sarah to work out they made the perfect team.

They first joined forces at THG, where Richard's eCommerce strategies and Sarah's acute commercial sense helped grow it into a multi-million pound business.

They set up the The Growth Foundation to help ambitious, motivated companies who want to grow the right way.



Richard
Chapple

**CO-FOUNDER
CHIEF GROWTH OFFICER**

Richard has 20 years' experience in DTC eCommerce. He's an expert at unlocking huge, profitable and sustainable growth for start-ups, scale-ups and established businesses. As Head of Marketing at play.com, Founder & CEO at THG Ingenuity and CMO at Gymshark, he helped grow all three into unicorn companies.



Sarah
Jasper-Baker

**CO-FOUNDER &
CEO**

Sarah is a commercial strategist, highly-skilled at helping businesses grow their bottom line. Over a 20 year career, she's created tens of millions in revenue through end-to-end demand, loyalty, and commercial partnerships. She's the former Commercial Marketing Director of THG and MD of THG Ingenuity Media.



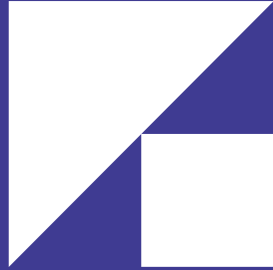
We work wherever *you need*

Whether in your office as part of your team, or on call to consult, we'll quickly get an idea of what's right for you. But the end goal for all our clients is the same; to be able to walk away, leaving you with the people and tools you need to continue your journey towards ever more successful growth.



Let's get *growing*





THE GROWTH
FOUNDATION

Let's get growing

THEGROWTH.FOUNDATION