# Superdry pivots business model and brand identity in bold relaunch after London Stock Exchange exit



British clothing brand Superdry has embarked on a comprehensive relaunch aimed at revitalising its identity and business model after celebrating its 22nd anniversary. Returning to the prestigious Pitti Uomo fashion fair in Florence after a six-year absence marked a key milestone in the brand's rebirth. Julian Dunkerton, co-founder and CEO, expressed a renewed pride in the company’s product and emphasised that the timing was right to speak positively about Superdry again, noting the resurgence of preppy style, now attracting younger consumers alongside its traditional older audience.

A significant development in Superdry’s trajectory was its departure from the London Stock Exchange a year ago, a move that Dunkerton described as liberating. Freed from public market pressures, the brand is implementing a new business strategy that prioritises a blended model of franchising, wholesale, and concessions. Already palpable in the expansion of franchises in Spain and plans for Italy, this strategic pivot is designed to foster more agile growth. Despite challenges, including a 22% revenue decline to £488.6 million for the fiscal year ending April 2024, mainly due to wholesale weaknesses, the company’s profitability improved with a 2.2 percentage point rise in EBITDA margin, helped by a strategic reduction in digital marketing aimed at boosting profitability over volume.

Retail revenues also fell by 16%, influenced by fewer physical stores and a sharp 18% decline in e-commerce sales, attributed both to broader economic headwinds and a deliberate marketing recalibration. Superdry currently operates 89 standalone stores in the UK and is poised to broaden its physical footprint with upcoming openings in Amsterdam, Saint-Tropez, and additional UK cities. While Britain remains its core market, Dunkerton identified France and other European countries as vital growth areas, alongside continued expansions in India and Australia facilitated by long-term licensing partnerships.

Superdry’s renewed focus is firmly on its core apparel business, with womenswear highlighted as a particular success story. The brand has introduced a more refined aesthetic with a revamped logo and vintage-inspired product redesigns across categories, including polos. Despite recent launches such as a fragrance, Dunkerton confirmed no immediate plans for further brand extensions, preferring to hone the distinct identity of each product category. The brand employs around 3,000 people, operating European subsidiaries mostly outside Italy, where it works with a distributor.

Adding to this transformation is the relaunch of Superdry’s Cult sub-brand, which targets a younger generation with trend-driven, premium collegiate styles emphasising quality and comfort. This sub-brand is supported by a newly dedicated e-commerce platform and enhanced digital engagement, including influencer events. Superdry also continues to innovate through design labs, collaborations, and trend forecasting, drawing from its heritage of blending bold Japanese graphics with vintage American and British influences, which has helped it carve out a distinctive niche appealing to fashion-forward consumers worldwide.

Superdry’s multi-channel retail approach, combining strong physical store presence with a robust online platform, supports its global reach in over 100 countries. The company claims to offer one of the best price-to-quality ratios in the market, with products positioned in the mid-to-premium segment. The relaunch includes not only refreshed store interiors and customer experiences but also a commitment to symbiotic partnerships and consumer-focused innovation, which CEO Dunkerton believes will propel the brand forward in the competitive fashion landscape.

Overall, Superdry’s relaunch signals a clear intention to rediscover and reassert its unique brand identity while adapting to evolving market dynamics through strategic restructuring, product innovation, and an expanded international footprint.

### 📌 Reference Map:

* Paragraph 1 – [[1]](https://uk.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model%2C1744104.html), [[3]](https://au.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model%2C1743937.html)
* Paragraph 2 – [[1]](https://uk.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model%2C1744104.html), [[2]](https://fashionunited.com/news/fashion/superdry-reinvents-heritage-in-conversation-with-ceo-julian-dunkerton/2024112563088)
* Paragraph 3 – [[1]](https://uk.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model%2C1744104.html)
* Paragraph 4 – [[1]](https://uk.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model%2C1744104.html), [[4]](https://www.retail-week.com/fashion/superdry-relaunches-cult-branding-in-store-and-online/7048298.article)
* Paragraph 5 – [[5]](https://heuritech.com/articles/trend-forecasting-superdry/), [[6]](https://blog.osum.com/superdry-competitive-analysis/), [[7]](https://brandfolio.design/brandfolio/superdry)
* Paragraph 6 – [[1]](https://uk.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model%2C1744104.html), [[2]](https://fashionunited.com/news/fashion/superdry-reinvents-heritage-in-conversation-with-ceo-julian-dunkerton/2024112563088), [[4]](https://www.retail-week.com/fashion/superdry-relaunches-cult-branding-in-store-and-online/7048298.article), [[6]](https://blog.osum.com/superdry-competitive-analysis/), [[7]](https://brandfolio.design/brandfolio/superdry)

Source: [Noah Wire Services](https://www.noahwire.com)

## Bibliography

1. [https://uk.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model,1744104.html](https://uk.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model%2C1744104.html) - Please view link - unable to able to access data
2. <https://fashionunited.com/news/fashion/superdry-reinvents-heritage-in-conversation-with-ceo-julian-dunkerton/2024112563088> - In an exclusive interview, Superdry CEO Julian Dunkerton discusses the brand's restructuring journey, focusing on cost stabilisation, the launch of the Athletic Essentials line, and the embrace of digital transformation. Dunkerton highlights the brand's renewed focus on its core business, apparel, and the success of its womenswear line. He also emphasises the importance of symbiotic partnerships and consumer-focused innovation in driving the brand forward.
3. <https://au.fashionnetwork.com/news/Superdry-relaunches-with-new-logo-store-design-and-business-model%2C1743937.html> - Superdry, the British clothing brand known for blending American vintage-preppy style with British flair, is undergoing a full-scale reboot. Celebrating its 40th anniversary, the brand returned to Pitti Uomo in Florence for the first time in over six years—marking a key moment in its transformation. CEO Julian Dunkerton discusses the brand's renewed focus on its core business, apparel, and the success of its womenswear line.
4. <https://www.retail-week.com/fashion/superdry-relaunches-cult-branding-in-store-and-online/7048298.article> - Superdry has relaunched its Cult sub-brand with a dedicated e-commerce website and rebrands at its Oxford Street and White City stores. The brand describes Cult as a fresh, trend-driven sub-brand designed for the next generation, featuring premium cotton collegiate looks, relaxed-fit denim, statement knitwear, and must-have accessories. The launch includes new social media platforms and an in-store event with over 150 influencers.
5. <https://heuritech.com/articles/trend-forecasting-superdry/> - Superdry's brand identity is rooted in sportswear and comfort, with jackets and hoodies being immediately recognisable, particularly in Europe where they draw over 60% of their revenue. The brand has expanded its assortment to include garments and accessories such as water bottles, watches, pants, hats, and more. To stay relevant, Superdry is considering returning to its signature pieces and innovating through design labs, collaborations, and trend forecasting.
6. <https://blog.osum.com/superdry-competitive-analysis/> - Superdry adopts a multi-channel retail model, catering to diverse shopping preferences with a strong online presence and a network of physical stores. The brand has expanded its reach across over 100 countries, showcasing its ability to penetrate diverse markets. Superdry differentiates itself with a unique brand identity, combining Japanese graphics, American vintage, and British style, appealing to customers seeking a fashion-forward and individualistic look.
7. <https://brandfolio.design/brandfolio/superdry> - Superdry differentiates itself with an eclectic design philosophy that combines bold Japanese-inspired graphics, classic vintage styling, and modern craftsmanship. The brand offers diverse collections ranging from sustainable essentials to cutting-edge sportswear, appealing to trend-conscious, adventurous consumers. Price points range from £25 to £250, reflecting a mid-to-premium market position.