



# Glimmer Jewels – The Expansion Conundrum

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Meera Singh, the National Sales Head at Glimmer Jewels, sat staring at her laptop, contemplating the monumental task ahead. The company had set an ambitious goal: open 100 new retail stores this year, a staggering 8 stores every month! Meera had been given two weeks to present a comprehensive plan to the CEO and the Executive Board. She couldn't shake the feeling that this year's expansion target might be more than they could handle.

Glimmer Jewels had grown rapidly from its humble beginnings as an e-commerce player specializing in everyday wear jewellery. Over a decade, the brand had become a household name, targeting women who were buying gold jewellery as fashion accessories, and men who were buying to gift. Glimmer had a wide portfolio of contemporary designs and price points, with an average sales value of ₹20,000. It also boasted a loyal customer base of over 1 million across India. The company had successfully transitioned to an omni-channel model, leveraging its online presence to develop its chain of brick-and-mortar stores. Glimmer did not have its own production capacity; it worked with contract manufacturers in Rajasthan and Tamil Nadu. However, design and gold procurement were controlled by the company.

However, running physical stores came with its own set of challenges. Glimmer Jewels operated under three different store models: flagship stores owned and run by the company, Tier-1 franchisees who owned both the stores and inventory, and Tier-2 franchisees who operated the stores while the company retained ownership of the inventory. The company controlled the design, setup and operations of each store to maintain brand consistency. Ensuring that the franchisee partners were motivated to be part of the network was a constant challenge for a company that was used to direct consumer engagement.

Over the past five years, since it had begun the omni-channel strategy, Glimmer Jewels had set up 100 stores across the country, focusing on the metros and tier-1 cities. But doubling that number in just one year seemed like a different beast altogether. A new store had to be opened once in 3 days!

As she began drafting her plan, she knew the key was to cover all bases. This expansion wasn't just about opening more stores—it was about ensuring operational excellence, financial viability, and brand consistency. But with so many moving parts, where should she even begin?