

MUSTO

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In 1965 British Olympic sailor and engineer, Keith Musto OBE, launched a business that 50 years later is the world's leading sailing and country sports brand. Starting from a simple belief that sailors needed better clothing to keep them comfortable at sea, MUSTO's innovative performance-based clothing and footwear range now extends to shooting, equestrian and leisurewear with their products being endorsed by elite athletes around the world.

For 42 years MUSTO remained a family owned business. In 2007 a successful debt and equity finance deal with Phoenix Equity Partners secured their plans for growth.

CHALLENGE

MUSTO has a long association with the Volvo Ocean Race (previously the Whitbread Round the World Race) and in 2013 they became the official supplier of sailing apparel and footwear to the Volvo Ocean Race 2014/15 and 2017/18. Recognising invaluable marketing scope, MUSTO sought to roll out pop-up shops at ten of the 11 ports along the route – to do this successfully they needed to anchor expert financial advice about VAT, GST and corporate taxation for each planned stopover.

They were looking for a global network with an understanding of selling branded products across different countries with individual jurisdictions and cultures. They wanted a seamless service at a competitive price.

"MUSTO is an international brand working with partners and distributors across the world but we had nobody who could make short-term retail operations work in 10 different countries. I needed access to the highest level of financial and regulatory advice in every port – all of it planned well in advance," says David Cook, Chief Financial Officer at MUSTO at the time.



The Volvo Ocean Race 2014/15 was won by the Abu Dhabi Ocean Racing team whose captain, Ian Walker, is the first British skipper to win the overall trophy – Ian says that the response from Abu Dhabi has been overwhelming and on a personal level his success is still sinking in.

Ian has won two Olympic silver medals in 1996 and 2000 but "this is special because we did it as a team," he says. MUSTO was a proud sponsor of the winning boat.

"We never felt inclined to restrict ourselves to the Big Four given the expertise in the top 20 networks. We wanted people who understood our challenge and had the capability to embrace it with us as a team. We were also looking for a new provider of general tax compliance and advisory services. In the end, UHY member firms met all our criteria."

SOLUTION

Therefore, MUSTO turned to Charles Homan, partner in UHY Hacker Young's Brighton & Winchester firm, who referred the work to UHY Hacker Young's team in London, UK. The team led by David Cohen, director, produced a global report on issues likely to affect each pop-up shop – legal structures, registration protocol, reporting and filing constraints and procedures for when trading stops. They even recommended banks and account opening requirements.

UHY member firms in Spain, South Africa, UAE, China, New Zealand, USA, Portugal, Sweden, Brazil and France were asked to contribute to the Race project.

"We were convinced about UHY's capability and their people-focused approach was much appreciated," says David.

RESULT

After the Race all pop-up shops reported sales that were in line with budgets or well above – their total sales accounted for 22% of MUSTO's total revenue from their involvement with the Race. The MUSTO team did not have to call on additional advice from UHY member firms at every port but when they did they experienced outstanding customer service and the reassurance of a global team offering accurate, appropriate and accessible local knowledge.

"Our association with the Volvo Ocean Race secures our position as the world's leading offshore sailing brand," says David. "We would happily consider engaging UHY on future projects."

UHY IN THE RETAIL SECTOR

UHY member firms help clients in retail, consumer products and Fast Moving Consumer Goods (FMCG) sectors, dealing with challenges and embracing new ways of doing business. As well as core accountancy services, our experts can provide sector-specific advice in areas such as retail property acquisition, disposal and lease negotiation. Our global reach means clients can respond faster to trends in consumer behaviour.



Supporting UHY Hacker Young, UK on this global assignment were member firms: UHY Moreira – Auditores, Brazil; Zhonghua CPAs LLP, China; UHY GVA, France; UHY Haines Norton (Auckland) Ltd, New Zealand; UHY & Associates SROC Lda, Portugal; UHY Hellman (SA), South Africa; UHY Fay & Co, Spain; Revisorerna Syd, Sweden; UHY Saxena, United Arab Emirates; UHY Advisors NY Inc, US.