

## Consumer Products Case Study

### PROJECT OVERVIEW

**CLARKSTON**  
CONSULTING

# Aligning Direct-to-Consumer Strategies and Technologies Post-M&A

This \$3.8 billion consumer products company is a leading manufacturer of personal care, health, beauty, and personal hygiene products. As a means for both defending market share and entering new markets, the company has pursued an aggressive growth-by-acquisition strategy resulting in three acquisitions over an 18-months period.

With a large stable of well-recognized brands sold across various e-tailers, the new acquisitions would be the first brands sold through direct-to-consumer (DTC) channels. As consumers continue to seek direct connectivity to their brands, DTC sales represented a significant strategic focus for the CP manufacturing leader. These particular acquisitions positioned the company with a unique opportunity for quick entry into the DTC landscape.

Misaligned technologies and processes across the three acquisitions challenged the success of this new opportunity for the global CP player. In order to effectively manage and scale DTC capabilities and sales, the client wished to evaluate the strategies, processes, and technologies across the three acquired brands and create a path forward for a unified and scalable DTC and e-commerce solution.

The client engaged Clarkston Consulting to conduct a robust assessment of each of the three brands' e-commerce strategies, processes, and technologies. Leveraging that assessment, Clarkston created a business case and roadmap for the client to achieve a data-driven e-commerce model that would grow with the business, enable rapid integration for future acquisitions, and meet consumer demand around experience, usability, and functionality.

# Consumer Products Case Study

## PROJECT OVERVIEW

### COMPANY:



Global consumer products manufacturer

### PRODUCTS + SERVICES:



Manufactures and sells personal care goods

### EMPLOYEES:



5,000

### REVENUE:



\$3.8B

### PRIMARY OBJECTIVES:

The client engaged Clarkston to:

- Perform a full spectrum evaluation of current DTC capabilities and technologies across all acquired brands,
- Create a scalable platform to allow additional future brands to sell DTC quickly and efficiently,
- Ensure that the operational DTC strategy was aligned to the overall consumer and sales strategy for the organization,
- Consolidate redundant technologies and processes to improve operational efficiencies and minimize costs, and
- Ensure critical DTC capabilities in cross-selling, upselling, and consumer acquisition and retention.

### RESOLUTION:

Clarkston leveraged a proprietary E-Commerce Assessment Methodology to:

- Conduct extensive research and stakeholder interviews to formulate recommendations around technologies and processes for digital commerce, logistics, contact centers, product information management, content management, payment processing, tax, and fraud prevention,
- Identify inefficiencies and recommend step-change improvements for key processes such as order management, campaign management, content management, and product information management,
- Present the business case for various options to leadership to enable informed decision-making in establishing levels of desired maturity for each core competency area, and
- Establish a cross-functional working team that laid the foundation for a DTC center of excellence as additional brands are added to the platform.

### KEY BENEFITS:

Clarkston created an actionable roadmap and business case focused on building a scalable and adaptable platform that enabled:

- Cost savings of \$500k+ in year one from consolidation of vendors, technologies, and processes,
- Optimized marketing spend by deploying campaign management techniques to all brands,
- Using analytics and industry-leading metrics, the team developed normalized dashboards to measure digital marketing effectiveness,
- Enhanced opportunity for cross-selling and upselling of products to optimize brand positioning,
- Developed leading practices for our processes around order management, payment process, and shipping, and
- Improved the user experience with a UX redesign and implementation.

**CLARKSTON**  
CONSULTING

80%

of Americans have made an online purchase in the past month alone. (BigCommerce)

40%

of purchases are made using only an online channel for searching and buying. (UPS)

38%

of people will leave a website if they find the layout unattractive. (Adobe)

