

Trade Promotion Assessment and Vendor Selection

This client is a subsidiary of a global food conglomerate and provides core ingredients for baking and cooking with brands that are either #1 or #2 in their categories in retail and foodservice across the United States, Canada, Mexico, and Puerto Rico. Owing to acquisition, the client operated with inefficient processes and multiple, disconnected systems pieced together across different regions and business entities, impacting both visibility and productivity of trade investment.

With over 4,000 SKUs and ever-increasing trade spend dominating the budget, the client wished to not only optimize trade processes for bottom-line improvements but create a sustainable platform for future growth and innovation in trade promotion management.

The client engaged Clarkston to help them understand how to become aligned with industry leading practices and define a roadmap to modernize. Clarkston, leveraging distinguished industry expertise and recognized leadership in trade promotion and revenue growth management, partnered with the client to conduct a robust assessment of the state of trade in the industry and the client's business, identify the potential opportunities for improvement, and select a trade promotion tool that would enable transformation for the organization.

Consumer Products Case Study

PROJECT OVERVIEW

COMPANY:



Multinational food manufacturer

HQ LOCATION:



Illinois

PRODUCTS AND SERVICES



Cooking and baking ingredients

PRIMARY OBJECTIVES:

Upon completion of the project, Clarkston and the client sought to create:

- Analysis and documentation of the client's current trade promotion management processes and systems, including the financial oversight and reporting areas.
- Identification of process improvement opportunities based on pain points, gaps, and inefficiencies using industry leading practices.
- Processes that ensure the ongoing maintenance of global training materials while supporting consistent and efficient delivery of training.
- A mechanism to provide visibility to local, site-specific training materials to influence consistency in development and encourage the leveraging of existing training materials where possible.

RESOLUTION:

To accomplish the intended trade promotion management benefits for the business, Clarkston partnered with the client to:

- Conduct cross-functional interviews with sales, finance, IT, marketing, foodservice, demand planning, and customer service to understand and document the as-is strategy, process, organization, and technology landscape relative to trade.
- Create a detailed gap analysis for the client's current trade processes, capabilities, and outcomes against industry leading industry practices.
- Define and stratify key challenges and opportunities to prioritize quick-wins as well as short- and long-term improvement opportunities.
- Develop a metrics-driven roadmap to define and align milestones towards future-state TPM process recommendations and facilitate sustainable transformation.
- Build a robust TPM vendor and tool assessment covering the broad landscape of trade solutions to recommend a best-fit solution for the client.

KEY BENEFITS:

As a result of this project and the resulting roadmap and recommendations, the client will be able to achieve and sustain critical key benefits to not only its trade program but the business as a whole, including:

- Increased visibility and transparency into trade investment and ROI.
- Improved trade effectiveness and efficiency both at the macro and functional levels.
- Advanced organizational flexibility and agility through a more effective organization structure and more efficient processes amplified by systems integration.
- Enhanced internal collaboration and communication through more effective planning processes.
- Empowered business intelligence with master data governance.
- Improved customer relationships through joint business planning and better reporting.

“[This project has enabled] reduced and more effective trade spend, efficiency in applying cash, creating, coding, clearing and matching trade disputes, increased dispute collections, retirement of unsupported systems and better overall internal control in our processes.”

- DIRECTOR OF
ACCOUNTING