

Minimum Advertised Pricing (MAP) Assessment and Benchmarking for a Leading CPG Brand

The client is a global consumer products company with a leading presence in the pet food category. The business operates brands across both in-store and eCommerce channels, and is recognized as a market leader in the industry.

The client partnered with Clarkston to assess and benchmark its Minimum Advertised Pricing strategy, policies, processes, and technologies. In doing so, the client sought to enhance monitoring and enforcement for processes as well as supporting technologies. With established benchmarks, the client would better understand how other industries, both within the CPG space and externally, currently monitor and enforce MAP in the eCommerce space.

The client's current processes were overly manual and unilateral and did not accurately address current market dynamics or capabilities of retailers. Following the engagement, the client also has developed greater understanding of their specific technology needs to enable greater capabilities and leverage in enforcing their policies.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Food and Beverage

**PRODUCTS
AND SERVICES:**



Production of pet foods,
selling via retail and
eCommerce

PRIMARY OBJECTIVES:

- Perform cross-functional stakeholder deep dives and data/documentation analyses to understand the strategy, process, and technology used today to monitor and enforce MAP policies.
- Conduct in/out-of-industry deep dives and research to understand leading MAP policies and practices across a variety of best-in-class players
- Provide market and industry expertise and an in-depth competitive benchmark analysis to bridge the gap between current state and leading MAP strategies, processes, and technologies

RESOLUTION:

- Conducted internal and external deep dives and working sessions to gain perspectives on MAP strategy, policies, processes, and technology usage and adoption
- Identified client's most critical challenges and assessed level of organizational alignment on selecting a new MAP technology provider that best aligned to the overall strategy
- Developed and analyzed primary and secondary research to identify MAP insights, strategies, and industry trends, while evaluating the client vs. top players who overcame MAP challenges
- Conducted 'Out-of-Industry' research to identify best-in-class operators and practices on MAP strategies, processes, and platforms
- Conducted interviews with a variety of MAP technology vendors, identifying and analyzing capabilities to support the development of an RFI/RFP for the client

KEY BENEFITS:

- Identified internal challenges and defined pillars of success that needed to be addressed for an optimal future state
- Helped client further gain internal alignment on the strategic opportunity to determine why, how, and when to enforce MAP violations
- Developed insights from a variety of subject matter experts, as well as a competitor analysis, to document existing critical gaps in the current state vs. leading practices
- Created recommendations based on industry best practices and benchmarking to show the potential opportunity and benefits for improvement across the client's MAP strategy, process, and technology
- Created a detailed step-by-step recommended roadmap and action list to achieve high compliance across retailers

**Understanding of
in/out-of-industry leading
practices of MAP strategies,
processes, and technologies**

**Accurately collect and analyze
violations across retailers,
brands, and SKUs**

**Organizational alignment to
move toward the company's new
MAP strategy**

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