Consumer Products Case Study

PROJECT OVERVIEW

Building a Direct-To-Consumer (DTC) Strategy and Business Model

Founded in the early 90s, the client had quickly grown from a niche food provider to the market leader in a $5 billion-dollar category. After decades of success and growth selling to retailers, the client was looking for new ways to engage with and learn from their consumers, all while growing the top line and maintaining their status as Category Captain.

Clarkston was selected to continue the partnership as the initiative transitioned from strategy to implementation. While the client had deep experience in building a profitable business with retailer customers, their experience in selling directly to consumers was limited. Clarkston was retained to help the company build a strategy to capitalize on the direct-to-consumer opportunity and to create a new operating model that could be stood up within the year.

As a result of this project, the client's CEO and executive team greenlighted an actionable strategy to rapidly build a direct-to-consumer eCommerce business that created new opportunities to engage with consumers, to test and learn with products, and to collect data.

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PROJECT OVERVIEW

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INDUSTRY:

Consumer Products

PRODUCTS AND SERVICES:

Food and Beverage

PRIMARY OBJECTIVES:

- Create opportunities to engage with consumers, establish a closer relationship, and gain data-driven insights throughout the full consumer journey.
- Create a scalable business model that capitalized on the client's existing strengths and incorporated the unique nuances of selling and engaging online. Business Model components included storefront, payment, tax, supply chain and 3PLs, customer service, IT enablement, portfolio and pricing, processes, and roles and responsibilities.

RESOLUTION:

- Rapid assessment of organization's current state strengths, weaknesses, and opportunities through more than 50 interviews and deep data analysis.
- Collaborated with key stakeholders to design the guiding principles of the new business model that would be prioritized as part of strategy development.
- Development of multi-year strategy and operating model that would deliver on the organization's goals and create opportunity for profitable scaling.
- Conducted vendor selections to determine external partnerships for key components of the strategy that would be not be owned in-house.

KEY BENEFITS:

- Clear path to follow in order to stand up a new business model that will deliver on goals of improved consumer engagement and data collection.
- Internal alignment from CEO down to analyst around a single cross-functional implementation plan to be executed immediately following the assessment.
- Approval of implementation plan and investment case required, as well as the P&L, partnerships, and organizational design for the future business.
- Strategy, operating model, and investment case approved by CEO and executive team for immediate implementation.
- Business case led them to become market leaders, with double-digit growth within one year of go-live.

"I want to share how impressed I am with the whole Clarkston team. The team's leadership was so critical to our success with this important project. I am truly impressed with how the team navigated such a complex group and topic."

- Client Project Lead

CONTACT US

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