

Overcoming Challenges to Business Growth in Emerging Markets

A global leader in the consumer products industry enlisted Clarkston to create a three-year strategic roadmap with actionable initiatives to address key challenges in its export business and prepare for future growth.

The CP company experienced tremendous growth in the past several years, but as revenue increased, the company has outgrown its current processes and systems, particularly in its export business serving high-growth emerging markets. To prepare for future growth and to better support its customers and brands, the company needed to make significant changes to its people, processes, and technology. Clarkston was brought in to identify the organization's major challenges and determine and prioritize top initiatives needed to support the accelerated growth objectives and scalability for the future. In addition, Clarkston was asked to evaluate and recommend the best placement for their new business organization and systems platform.

Clarkston identified 9 workstreams and 34 actionable initiatives to address and resolve the main challenges impacting growth and scalability for the emerging market's business. The initiatives were prioritized into quick wins, mid-term, and long-term projects, factoring in impact on the business and level of effort required for the client. Clarkston then created Level 1 and Level 2 roadmaps to guide the client's path over the next three years.

The project concluded with Clarkston supporting leadership team presentations and gaining executive team alignment and agreement on the path forward to support the business transformation.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Consumer Products

PRODUCTS
AND SERVICES:



Personal Care

PRIMARY OBJECTIVES:

- Recommend best team location and system strategy to support the business transformation
- Identify key challenges and capabilities required to achieve sustainable growth in emerging markets
- Determine key and actionable initiatives to resolve significant pain points
- Prioritize initiatives and establish a roadmap to provide path forward over the next three years

RESOLUTION:

- Conducted over 20 key stakeholder meetings.
- Determined key strengths, challenges, and resources needed for growth
- Held process mapping sessions to identify pros and cons across 9 categories for new team location
- Identified 9 workstreams and 34 actionable initiatives as quick wins, mid-term, and long-term items
- Plotted initiatives on heat map based on business value and level of effort
- Created Level 1 and Level 2 roadmaps to guide transformation strategy over the next three years
- Summarized critical path next steps and action items for the next 90 days

KEY BENEFITS:

- The client has comprehensive insights into pain points across the business in supporting the accelerated growth strategy for emerging markets
- The client understands the best option for team location and system platforms to support the business transformation
- The client has a clear set of key initiatives sequenced in a three-year roadmap for the business transformation, including prioritized quick wins and critical path actions to get started

KPIs

- **9 key factors weighed and prioritized to evaluate and determine best team location and system strategy**
- **9 workstreams and 34 initiatives defined, prioritized, and planned in a roadmap**
- **5 critical path next steps identified**

