

Optimizing Category Management for a Consumer Products Manufacturer

A large consumer products company with a focus on confectionaries was seeking to implement a number of solutions developed in collaboration with the Clarkston Consulting team during a recent engagement.

The Clarkston team aligned with the client's Category Management team to implement previously developed solutions to optimize their processes and the vision for the organization. Solutions implemented ranged from the introduction of two separate Centers of Excellence (COEs) to support planogramming/space planning and reporting needs to the development of a structured system for standardizing role requirements/expectations and a highly automated process for standardized job description development.

The process for establishing a COE with the resources to support both planogramming/space and reporting functions began with the Category Management team developing the vision for processes and support within each COE. Once the vision was clear for each, the Category Management and Clarkston teams were able to decide on required resources and establish an organization chart.

To standardize role requirements and expectations, the Clarkston team interviewed people managers to clearly define expectations for roles and skill requirements of those on their teams. The team then used a web-based application to turn the skill requirements compiled from the interview process into automatically generated job descriptions from a template to be used internally and externally.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Consumer Products

**PRODUCTS
AND SERVICES:**



Confectionaries

PRIMARY OBJECTIVES:

- Align on vision for both COEs, including responsibilities of the COE and Customer Teams, opportunities for automation or standardization and optimization of workflows
- Organize and develop the process to stand up of two separate COEs to support the space planning and reporting functions of the Category Management organization
- Automate or consolidate eligible reports and processes, including prioritization of resources
- Determine appropriate allocation of resources for customer support in space COE
- Automate and standardize job description generation
- Standardize role expectations and skill requirements across the organization

RESOLUTION:

- Executed analysis for resource requirements for buildup and maintenance of COEs
- Developed roadmaps for development of COEs
- Generated and deployed a survey along with working sessions to gather a list of reports by Category Management team and determine which can be consolidated or automated
- Created roadmap to show the process behind report automation and resources required to support, including prioritizing data sources and opportunities for data integration
- Segmented customers to drive allocation of resources for space COE
- Interviewed team leaders to determine skill requirements and expectations of skill development for each role within the organization
- Formed templates to establish uniformity across job descriptions
- Utilized a web-based app to link recorded information on skill requirements based on role and the job description template to automatically populate the appropriate information to create standardized and accurate job descriptions

KEY BENEFITS:

- Developed two separate roadmaps outlining key activities and timelines to support the buildup and maintenance of the two COEs
- Streamlined and standardized job description creation and management which reduced manager time to create JDs for open roles and created a standardized process for creation, maintenance, and management of JDs, serving as a template for the larger organization
- Defined resource allocation and organizational alignment for optimized support within the COEs

KPIs

- Organizational structure developed for 2 COEs
- Prioritization of 220+ reports for automation and consolidation
- Segmentation of customers for planogram resource allocation across 7 COTs
- Automation of 200+ job descriptions
- Standardization of 200+ roles within the Category Management organization

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