Consumer Products Case Study

PROJECT OVERVIEW

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U.S. Market Entry Strategy Assessment for a Cleaning Products Manufacturer

A leading player in the global cleaning supplies market was looking to expand its footprint of innovative premium products into the U.S. market. The client sought Clarkston's advisory experts to conduct a market assessment to determine if market entry was a viable and profitable option to pursue in the next three to five years. The team assessed product-market fit, the organization's capabilities, pricing and COGS, and consumer demand factors to develop scenario plans for the board of directors to evaluate and approve. The Clarkston team worked closely with global senior leadership to pressure test and fine-tune recommendations for market entry based on Clarkston's analysis and industry trend projections.

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INDUSTRY:

Consumer Products

PRODUCTS AND SERVICES:

Cleaning Supplies/Products

PRIMARY OBJECTIVES:

- Validate and/or challenge the client's hypotheses, findings, and thinking
- Provide B2B perspective on the market and all industry sub-sectors for evaluation
- Support the shaping of the client's go/no-go market entry strategy into the identified sub-sectors in the U.S.
- Define the client's "where to play" and "how to win" strategic imperatives
- Recommend changes and/or potential adjustments to the client's strategy in preparation for board meeting

RESOLUTION:

- Reviewed, validated and/or challenged the client's hypotheses, findings, and thinking
- Provided research and findings around B2B perspective on the market and the most relevant industry sub-sectors
- Analyzed and advised on the client's go/no-go market entry strategy based on fundamental market entry frameworks and market landscape of the three identified sub-sectors in the U.S.
- Developed a board-ready presentation with two roadmap alternatives that could be pursued for market entry
- Gained board approval to move forward with plan

KEY BENEFITS:

- **Validate and refine strategy:** The client received objective 3rd-party validation of their hypotheses and assumptions about the U.S. market, providing crucial insights to strengthen the overall market entry strategy.
- **Deepen market understanding:** Supplemental market research through voice of the customer interviews provided a deeper understanding of B2B customer segments and equipped the client with a granular understanding of consumer and business needs, preferences, and behaviors.
- **Inform strategic decision-making:** The project's findings directly supported the client in making informed decisions about which sub-sectors to prioritize for market entry ("where to play") and what the right resource allocation and investment should be ("how to win").
- **Enhance board presentation readiness:** By providing a structured approach to strategy development and validation, the Clarkston team helped the client prepare a compelling and defensible market entry plan for presentation to the board.

KPIs

- Evaluated 3 different industry and market sub-segments tangential to core product mix viability based on operational capabilities and external market factors
- Conducted 5 voice of the customer interviews to gather consumer demand insights and validate the hypotheses

"The work the Clarkston did was great to help turn our research into a board-ready presentation.""

- General Manager, North America

CONTACT US

