Retail Case Study

PROJECT OVERVIEW

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Retail Growth Strategy for an Emerging Brand in North America

An emerging global brand and manufacturer sought to establish a stronger foothold in the U.S. market with a novel consumer product designed for both professional and recreational use. Despite investing in a dedicated business development team and launching initial sales efforts, the company struggled to gain meaningful traction.

The client faced challenges clearly defining their value proposition, understanding specific consumer unmet needs and use cases, driving consistent marketing efforts, and increasing brand recognition in a competitive landscape. Additionally, the company faced difficulties in securing retail partnerships and optimizing its sales channels, leading to underperformance.

Without a structured go-to-market strategy or a clear roadmap for growth, the company needed a strategic reset to better position itself for long-term success. Seeking to refine its approach and accelerate market penetration, the company engaged Clarkston Consulting to conduct a thorough assessment of past efforts, develop a targeted marketing strategy, and create a structured activation plan to drive sales and brand awareness in the U.S.

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INDUSTRY:

Other

PRODUCT AND SERVICES:

Outdoor Gear

PRIMARY OBJECTIVES:

- Develop a growth strategy to help the company achieve new topline horizons
- Define a strategic approach to successfully reintroduce the novel consumer product in the U.S. market
- Identify key barriers to growth and develop actionable solutions to penetrate the North American Market
- Create an activation roadmap across product, positioning, price, placement, and promotion
- Establish a go-to-market strategy to drive sustainable sales growth
- Develop targeted marketing and sales strategies to enhance brand awareness and partnerships within big-box retail

RESOLUTION:

- Conducted comprehensive strategy deep dives and workshops with company leadership, analyzing past challenges, market opportunities, and competitive differentiators
- Provided two core market penetration strategies: (1) A digital marketing strategy to drive direct-to-consumer (DTC) sales, and (2) an experiential marketing approach to bolster in-store activations and retail partnerships
- Developed a 12-week execution roadmap outlining key steps to refine brand positioning, align with target consumers, and implement a structured sales and marketing approach
- Designed a framework for lower-funnel marketing activities across paid search and social media to boost awareness, engagement, and conversions
- Recommended investment optimization strategies to maximize marketing spend and drive measurable revenue growth

KEY BENEFITS:

- Established a clear and actionable commercial strategy to reposition the company in the U.S. market
- Delivered a structured go-to-market plan that directly addressed prior challenges and aligned with business goals
- Identified high-impact marketing tactics to enhance brand awareness and exposure among retailers
- Developed a sales and distribution strategy to strengthen retail partnerships and increase consumer engagement and conversions
- Created a data-driven marketing investment framework, ensuring efficient budget allocation for maximum return

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KPIs

- Delivered a 12-week activation roadmap with 20 key observations and 48 recommended actions, covering pricing strategy, channel selection, and promotional tactics

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