

Category Management Transformation Assessment & Operating Model Development

INDUSTRY:



Consumer Products

**PRODUCTS AND
SERVICES:**



Food and Beverage

BUSINESS TRANSFORMATION STORY & BUSINESS CHALLENGE

A global leader in the food and beverage industry recently engaged Clarkston's Sales and Marketing Strategy consultants to assess its Category Management function. Despite being a household name brand with a large market presence, they recognized they were lagging in the industry's best practices. They hoped to optimize the allocation of work across the Category Management function, free up capacity for higher-value strategic activities, and become best-in-class partners to retailers.

Clarkston led a comprehensive evaluation of current capabilities across people, process, and technology. As part of the assessment, we developed pain point analysis, stakeholder personas, detailed process maps, and a current vs. future state task matrix. These provided the client with clear, actionable insights to guide their long-term strategic transformation.

PRIMARY OBJECTIVES:

- Identify areas where the Category Management function was lagging and what was needed to elevate their ability to deliver strategic, data-driven recommendations
- Evaluate tasks currently being completed across Category Management and Sales to ensure the right work is being done by the right team
- Assess which categories and customers align best with the function's efforts and the company's 10-year growth strategy
- Enable the Category Management function to operate more strategically within the company and demonstrate heightened value through accelerating revenue, deepening retailer relationships, and shaping shopper experiences

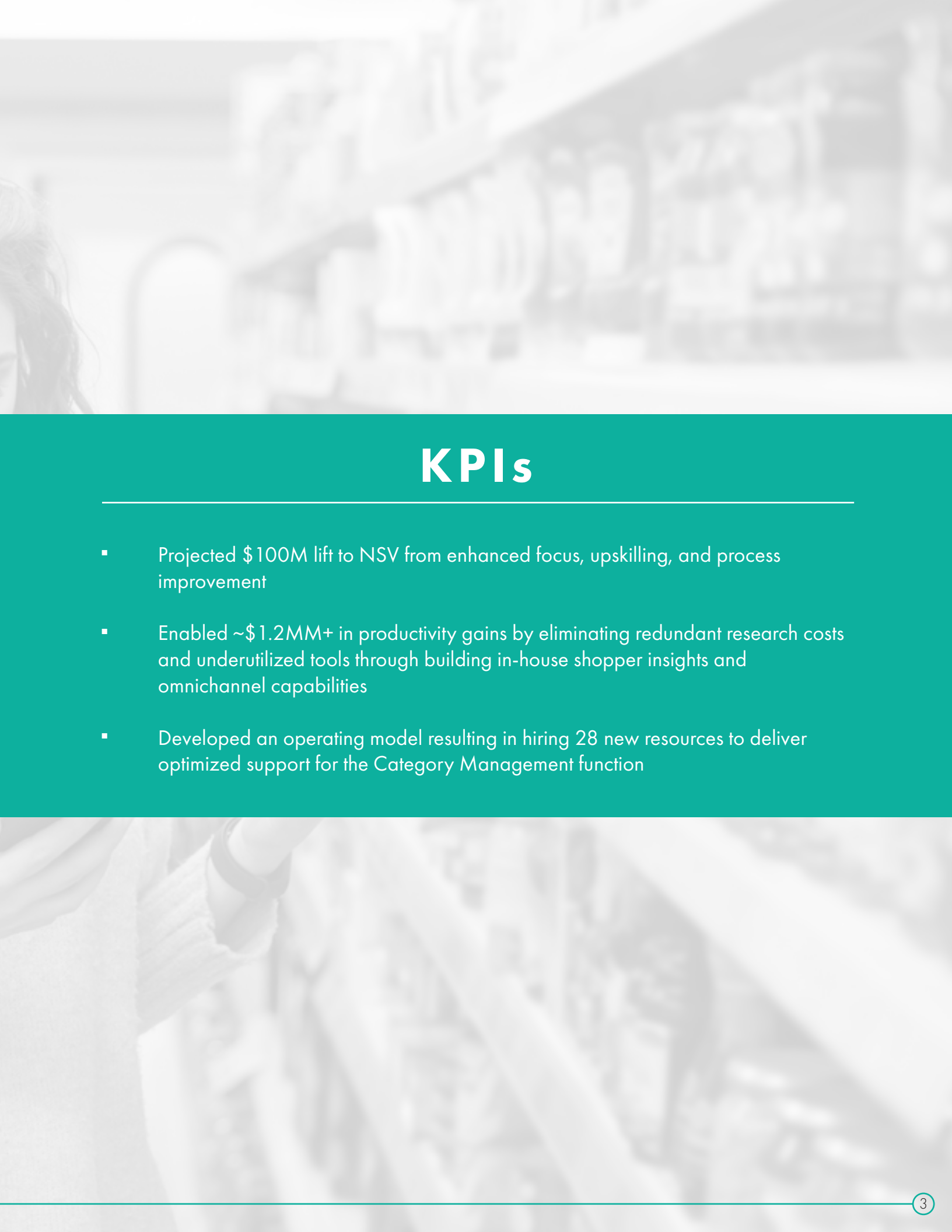


SOLUTION:

- Interviewed 80+ stakeholders across category management, sales, brand, insights, and information systems teams to uncover more than 30 unique challenges and opportunities for improvement
- Conducted a time study survey for the North America Category Management function to identify capacity constraints and better understand how time was being spent across tactical vs. strategic work
- Benchmarked resourcing models, processes, and technology best practices across leading CPG organizations and used Clarkston's Category Management Maturity Model to evaluate how the client compared to industry leaders
- Developed a set of personas to reflect the range of roles, customer support models, and ways of working across the Category Management function
- Delivered detailed current state and future state process maps to highlight opportunities to streamline workflows and areas where technologies were used across core category leadership processes
- Provided operating model recommendations to establish a scalable team structure, including the design of a Category Leadership Center of Excellence and staffing model between onshore and offshore teams
- Created a set of roadmaps and initiative charters for the five core transformation initiatives focused on improving the Category Management function's organizational structure, ways of working, process standardization, training and upskilling, and work prioritization
- Built a business case to support investment in the transformation by quantifying the impact of upskilling, process efficiency, and strategic enablement of the function

KEY BENEFITS:

- Obtained successful leadership buy-in on the transformation from key executives across the North America Sales team and cross-functional partners in shared services, IT, shopper insights, and omnichannel
- Developed a plan for foundational excellence across people, process, technology, and capabilities to be at par with the industry while executing a manageable level of change for their organization in the near term
- Transformed the function to realize more valuable partnerships and value-add captaincies with retailers in key categories, enabling further growth and opportunities in the coming year



KPIs

- Projected \$100M lift to NSV from enhanced focus, upskilling, and process improvement
- Enabled ~\$1.2MM+ in productivity gains by eliminating redundant research costs and underutilized tools through building in-house shopper insights and omnichannel capabilities
- Developed an operating model resulting in hiring 28 new resources to deliver optimized support for the Category Management function

“By partnering with Clarkston, we brought focus and clarity to a complex environment. By putting our team first and giving them a voice, we defined clear behaviors, mindsets, and equipped the team with the tools and training they needed. Building industry-leading capabilities in our India GCC made this a truly innovative transformation in the food and beverage sector.”

-Head of Category Management

ABOUT CLARKSTON CONSULTING

Businesses across the consumer products industry partner with Clarkston Consulting to enhance strategic decisionmaking, improve operational efficiencies, implement new technologies, and promote business growth and market diversification. Leveraging deep functional and industry expertise, our people discover, design, and deliver solutions that fit your business, your goals, and your future. At Clarkston, your purpose is our purpose.

For more information about how we can help your company, [please contact us](#).

