Consumer Products Case Study

PROJECT OVERVIEW

Conducting an Outside-In Sales Organization Assessment for a Consumer Healthcare Company

A global consumer healthcare company engaged Clarkston Consulting to assess its Sales organization and understand how leading CPG account teams use data and analytics to inform business decisions and support collaboration.

Clarkston evaluated the organization's structure and capabilities, as well as its resourcing and technology, against leading CPG practices. Through stakeholder interviews and a review of existing documentation, supported by external benchmarking, the team identified gaps and opportunities across five key areas. Clarkston developed more than 10 recommendations and actions, providing a roadmap to modernize the Sales organization and better align its capabilities with enabling technology. The work also helped establish a path forward as new Sales leadership strengthened the relationship between Sales and IT.

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PROJECT OVERVIEW

INDUSTRY

Consumer Products

PRODUCTS AND SERVICES

Health & Wellness

PRIMARY OBJECTIVES

- Provide the company with an outside-in perspective on how leading CPG sales teams are structured to support effective ways of working and better leverage data and technology
- Assess the current Sales organization across structure, process, and roles & responsibilities, and tools/technology (*including challenges, gaps, areas requiring 'help,' and opportunities*)
- Benchmarked the organization against leading CPG practices to identify areas of alignment and gaps across resourcing (*people and tools/tech*), individual/team capabilities, process, organizational structure, and roles & responsibilities

RESOLUTION

- Interviewed 15 key stakeholders across the organization, including Customer Strategy, Sales, Shopper Engagement, Strategy, and Marketing, to gain perspectives on the current state and future opportunities
- Conducted external benchmarking to evaluate leading practices in Sales organizational structures and technology
- Developed recommendations to help the organization evolve toward a more modern Sales structure supported by its technology capabilities

KEY BENEFITS

- Supported new Sales leadership in evolving toward a more channel-led and analytically driven organization
- Drove recognition and closer collaboration with IT teams to realize the benefits of existing technology investments, such as the TPM tool
- Clarified the role of Sales Operations and Sales Strategy to set the stage for future transformations

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KPIs

- Defined 5 key areas of focus for Sales organizational structure and alignment
- Provided 10+ recommendations for next steps and key areas of focus to strengthen the sales structure and support
- Strategic roadmap informed by recommendations to support new Sales leadership

CONTACT US

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