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Case study 1

Growth Strategy Development – FMCG Company

Client Situation

This FMCG company had all supply-side and 'push' initiatives in place, however their core market was eroding as a result of lifestyle changes in the target market. Drastic action was required in terms of defining a fresh strategy to address growth, a revision of the 'Go to Market' model, optimisation of the 'Push & Pull' balance, and re-engineering of NPD / NPI to capture new consumers.

Client Complication

The client faced five challenges:

1 Conceptualisation skills were 'worn' and they were incapable of developing a renewal vision

2 The strategy was vague

3 Several top level players were immovable on their ideas which included 'growth is just not possible

4 A sub-optimal value chain and several value chain partner issues

5 The lack of an execution platform and execution initiatives

Client Solution

A detailed analysis was conducted at a strategic and operational level to confirm the opportunities for improvement. The analysis phase included several strategic workshops with executives, channel partners, retailers and consumers, as well as empirical field studies and operational reviews.

The design and development of Red Ocean (quick hits – existing platforms) and Blue Ocean (re-inventing the future reality) strategic frameworks to address the weaknesses in strategy, the 'Go to Market' model, product range composition, channel development, CRM, NPD / NPI processes and promotional strategies.

The implementation of a change program designed to manage growth through the use of techniques such as: modeling structures, training key executives and channel partners, revised systems and structures.

Results

The strategic imperative targeted 12% growth (3years); where 3% was targeted to come from Red Ocean (push) initiatives and 9% was to be generated from Blue Ocean initiatives such as repositioning, channel development and promotional programs. The client's results were extremely positive and the achievement of these significant growth challenges was already instrumental.