

FMCG Manufacturer

## Case Study

Strategy & Performance

CONSUMER GOODS & RETAIL

# PMSI Brand Performance Decomposition Module (BPDM)

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## Background

A leading FMCG manufacturer had multiple brands operating across multiple markets. Brand managers were able to track performance using Nielsen data, and were required to report by category and market on a monthly basis. Competitor performance was also reported at a high level, detailing market shares.

This brand performance reporting was a key input to marketing planning each quarter, as well as supporting challenging dialogue with commercial teams on forecasts and target setting.

The client wanted to improve this business process, in order to leverage the insight available to them better, along with improving detailed analysis on performance that could help drive greater ROI from sales and marketing efforts.

## Challenges

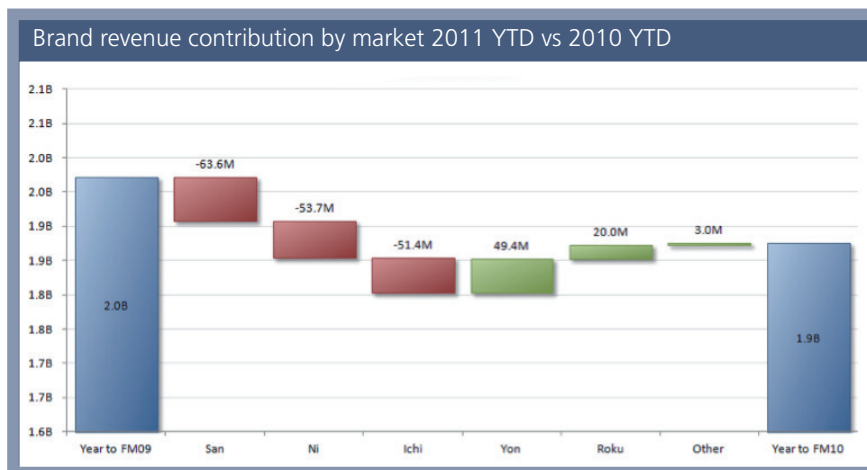
Although an established process existed across the organisation, there were difficulties in handling the size of data available globally as well as maximising the insight available. Challenges included;

- Market data coming from different EPoS / Retail Audit providers across multiple markets
- Even where the data provider was the same, multiple data formats were submitted
- Market data coverage was not 100% and did not match completely with ex-factory shipments
- An ability to automatically isolate the most immediate insight from the data set was proving time consuming and difficult at a regional and global level
- And uncovering drivers of revenue and profit growth was still difficult to link to sales and marketing effort.

## PMSI approach

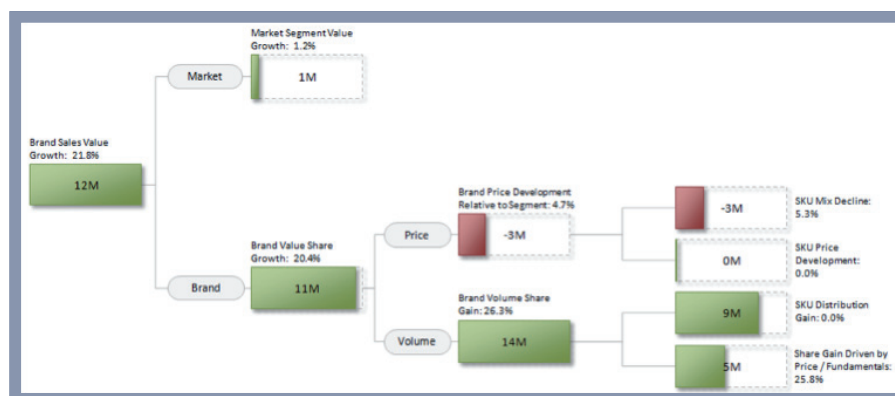
PMSI undertook a trial across a selection of pilot countries, using the PMSI Brand Performance Decomposition Module (BPDM). This module is able to take multiple retail audit data formats and sources, combining them for greater insight at all levels of brand performance.

Firstly, there is a 'helicopter view' of the brand, linked directly to company financial performance:



This view can also be switched to look at the drivers of performance across markets, or to look at the performance of competitor brands.

Secondly there is a market drilldown view, to do a 'deep dive', and quickly investigate issues in brand performance at country level:



Thirdly, there is a 'crosstab report' of the first two views, that can show the performance of any brand (own-brand or competitor) in a side-view, albeit in a more numerical and less graphical format.

Finally, there is an alerting mechanism, to highlight significant changes in brand or competitor performance. The emphasis here is on filtering out the 'noise', and highlighting what is both new and important to decision making on a monthly, quarterly and annual basis.

## Outcome

The PMSI BPD Module has helped the global marketing and brand teams to improve the insight available to them for planning purposes, as well as improving support available for distributor relationship development.

Improvements have included;

- A reduced reporting cycle on a monthly basis across all categories
- A more collaborative approach to the process of quarterly forecast reviews and target setting
- And increased ROI on promotional funds.

The PMSI approach has helped the brand and marketing team to understand the drivers of performance in a more flexible and accessible format, through;

- Top-level performance reporting
  - Deep dive functionality to uncover actual performance drivers
  - Easily accessible summary reporting for collaboration purposes
  - And important highlighting of competitive changes in strategy.
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