

Spirits Manufacturer & Distributor

Case Study

Strategy & Performance

PERFORMANCE MONITORING

Generating Actionable Insights

Background

Having had experience of the PMSI capability in rapidly delivering analysis and insight for acquisition projects, an international spirits-sector client wanted to access this core competency to support strategic development across their Central and Eastern European markets.

International spirits brand owners have historically been excluded from these markets for a variety of reasons, however largely due to their focus on premium positioning and pricing strategies for other global brands. Serious competition for this client's strategy was therefore coming from local producers of domestic brands dominating the market.

Challenges

The requirement was to integrate and utilise local market data and company sales & profit data, while creating a capability for the local and central teams to achieve growth, including:

- Allowing for significant automation of analysis and reporting
- Permitting visibility and secure access to insight, across multiple countries and project teams
- Avoiding significant investment in software, hardware and training
- And developing a sustainable analytics platform and methodology that can easily evolve as the business acquires new brands and operating companies.

PMSI approach

PMSI Click™ was introduced to develop on-going reporting and test against business processes and strategic requirements by providing:

- MDM support for local retail audit data integration across all subsidiaries
- A designed reporting framework
- Simple access to underlying data and analysis
- Access to automated reporting (including corporate reporting, project monitoring, brand management, ASP and other pricing KPIs)
- Secure user profiles against pre-defined data sets
- And virtual help-desk and analytical support.

Case Study continued

Generating Actionable Insights

Having already analysed local market data sources as part of commercial due diligence for each acquisition, the team at PMSI were able to rapidly deploy solutions for local management, while establishing working practices to deal with strategic imperatives as well as typical problems that occur when refreshing data sets of this kind.

Outcome

This work has drastically improved the Group's ability to respond to competitive pressures, as well as understanding the scale and accessibility of new opportunities available to them. The client now enjoys greater clarity across market trends and brand performance, ensuring a consistent focus for growth across all management teams within the region.

PMSI Click™ now delivers established performance management reporting across:

- Segmented market volume, value and pricing trends
- Brand performance decomposition
- Customer & channel benchmarking
- Opportunity identification
- Competitor performance insights – brands, channels, distribution, pricing, share
- Etc

“ The capability developed is a significantly better than exists at any of the major international spirits companies to our knowledge. Our client's local and central management teams share a detailed understanding of the market, the opportunities, what is working well and what the challenges are likely to be in the future. Our client has achieved by far the fastest organic growth (c. 30% p.a.) compared to both other local players and international competitors and more than tripled profitability. ”



Steve Whant Director

Formerly of Bain & Company with a B.Sc in Economics from LSE. With over 25 years of strategic consulting experience and 5 years with Ford Motor Company in finance, Steve brings a broad perspective with focus on delivering scalable and sustainable solutions, as well as leading large scale M&A projects within the Spirits Sector client base.