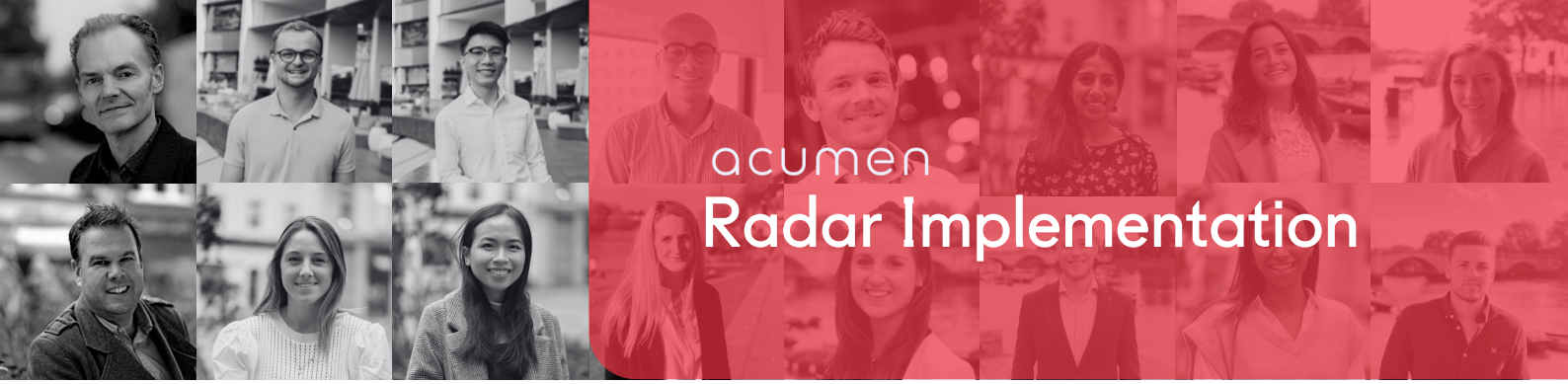

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Radar Implementation

At a glance

Client: A leading multinational brewer with high profile international brands and a decentralised operating model looked to gain clarity of their pricing and trade terms structures across markets.

Objective: To spend more time analysing data and less time crunching numbers to defend their pricing against international retailers.

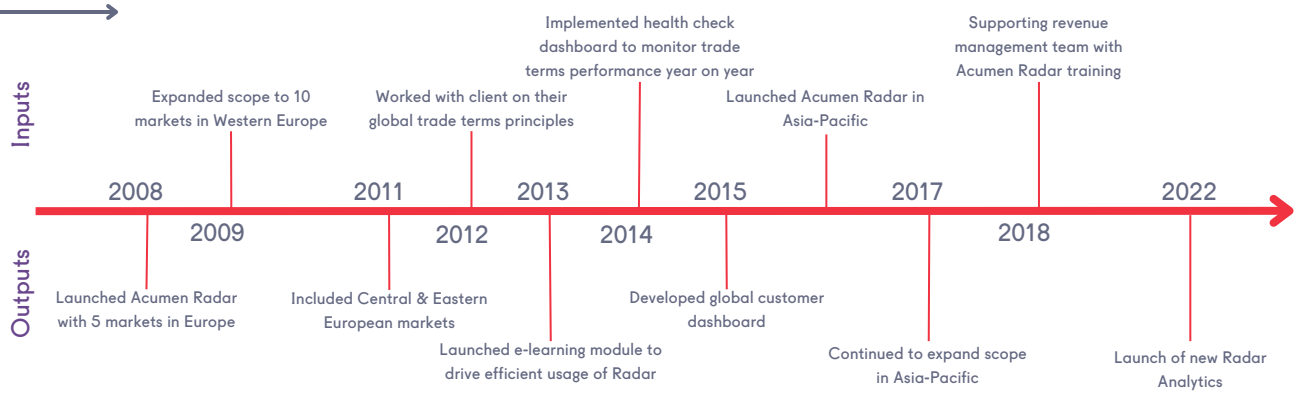
Challenges

1. International pricing was understood but investment guidelines were not proactively implemented by markets
2. Lack of clarity across markets on discount structures and how customer investment was being spent due to limited definitions
3. Manual consolidation of data was resource and time intensive and data consistencies was plagued by inconsistencies

Solution

Through implementing our Radar pricing tool, our client was able to achieve complete visibility of pricing levels and relationships, see which brands and SKUs were causing exposure, and quantify unconditional trade spend that could be re-allocated with customers and model future pricing scenarios.

Client journey



Project outcomes

1 Pricing Governance:
International pricing corridors – governance/control and defined convergence strategy.
We also established a 6 monthly pricing audit cycle with outputs presented to sales leadership forums.

2 International Pricing Risk Analysis:
Established an ongoing framework for measurement of risk and mitigated exposure risk on key SKUs through tactical pricing changes - €5.2M pricing exposure on key SKUs across Western Europe.

3 Annual Market Terms Health Check:
Identified opportunities for trade terms optimisation by market – removal of tax from discounts, targeting unconditional discounts, retrospective vs on invoice.

4 Portfolio Trade Terms Integration:
Integration of 2 sets of terms with acquired brand portfolio at zero cost to the business.

5 Customer Buying Initiatives:
Defended multi million € pricing alignment demand from Carrefour G4.
Informed Lidl pricing and centralised negotiations €/£ opportunistic demands from Tesco.