

At a glance

Client: A leading global wine & spirits company with a significant market share in Vietnam seeks to implement a structured pricing framework across Traditional & Modern trade.

Objective: To create a simplified pricing structure and build a defensible platform for growth.

CHALLENGES



- Balancing the need to increase net profit position without sacrificing market share.
- 2. Achieving closer alignment from wholesalers with the organisational strategy.
- 3. Mitigating the impact of the grey market & counterfeit goods.
- 4. Overcoming weak margins for suppliers, wholesalers & retailers.

SOLUTIONS



We created a new pricing framework aligning the RSP to the net price, in accordance with the organisational strategy. This approach aims to ladder pricing from a consumer value proposition and is supported by a comprehensive 3-year implementation plan.

ROADMAP

Conduct a series of crossfunctional stakeholder interviews to understand organisational strategy.

Radar Stakeholde Process Interviews

Implement a rigorous

data collection &

validation process.

Actionable Insights

Utilise Acumen Radar system to generate actionable insights. Share short-term tactical recommendations with KAMs to generate immediate value.

Tactical ecommendation Facilitated Workshops

Facilitate workshops to generate new pricing & investment structure.

Produce Impact assessment that models the financial impact of the suggested change.

Impact Assessmen Implementation Planning

Discuss & align on a phased implementation approach.

Facilitate workshops with customer teams to create compelling story to take to the trade.

Selling story creation

BENEFITS





VISBLE

16%

Net profit benefit in traditional trade

18%

Net profit benefit in modern trade

1.2pp

Tangible Outcomes:

Traditional trade account margin increase

0.3pp

Average modern trade account margin decrease

20%

Volume increase across both trade

Additional Benefits:

ADDITIONAL

ALIGNED INVESTMENT TO BRAND OBJECTIVES

Redefined the investment structure, reallocating investment among brands to better align with the company objectives.

ENHANCED CAPABILITY

Empowered customer teams with tools to ensure customer alignment and secure commitment to new structure.

REDUCED GREY MARKET ACTIVITY

Shifted investment from the back margin to the front margin to mitigate the grey market activity.

IMPLEMENTED AN APPROPRIATE CUSTOMER REWARD STRUCTURE

Fine-tuned investments according to customer scale and value