



Client stories

Improving promotional performance with Acumen Invest™

Client Background

Our client is a leading global beverage producer and one of the world's largest bottlers in the non-alcoholic drinks industry.

Why did they get in touch?

Historically, their growth was primarily driven by volume and penetration gains, however these were beginning to plateau.

In order to continue hitting revenue targets in the context of increasing commodity cost and customer price sensitivity, they needed to evaluate their promo behaviour for ineffective spend.

They were struggling with new and inefficient business processes following a SAP TPM implementation.

KAMs were drowning in numerous Excel spreadsheets, and spending a lot of their time consolidating data for reporting purposes.

Post promotional analysis was infrequent.

What was the journey?



What was the benefit?



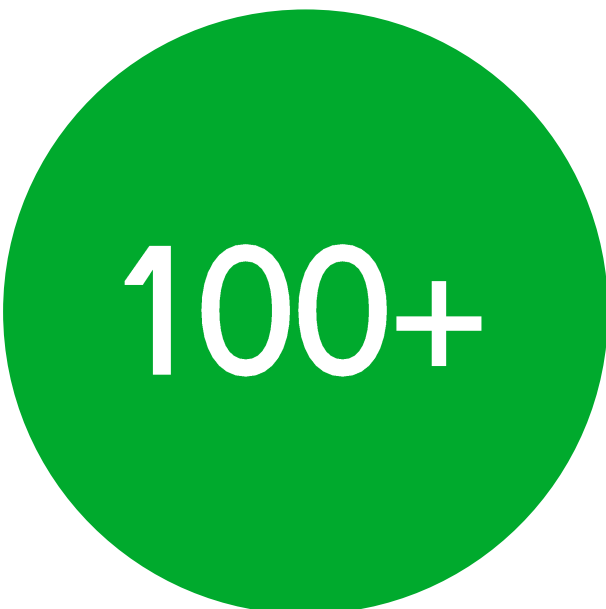
€3m

€3m in forecast accuracy savings after 1 year



90%

More time to spend interpreting the data rather than managing the data itself. In one example, pack re-engineering evaluation took 3 days rather than the previous 6 weeks



100+

In total, an estimated 100+ KAM days a year saving on forecasting

What was the benefit?



€1m

Reduction in over-buy achieved through a single customer



0

Removed loss making promotions within the business



34%

Improvement opportunity identified for promotion spend optimisation

How did we partner?

Seeing Clearly

How were we able to see more clearly?

- Our consultants worked with their team to integrate the data from multiple Excel spread sheets across the business into one place – Acumen Invest™.
- Full supplier & customer P&Ls then allowed them to see their promotional plan clearly, allowing more time to be spent on:
 - Generating in depth insights on promotional performance, mechanic by mechanic
 - Reviewing the outputs of our prebuilt reports in their monthly promo planning meetings
 - Comparing promotional calendars across customers and channels.

Thinking Differently

How were we able to think differently?

- Acumen Invest™ gave them an accurate and consistent pre-evaluation of all their promotions – past and future – across customer teams prompting them to:
 - Have discussions with other channels about how they can adapt their plans to avoid cannibalisation
 - Evaluate promotions that were not being evaluated previously, removing loss making promotions from the business
 - Implement a clear approvals process to ensure plans were properly managed & maintained

Working Smarter

How were we able to work smarter?

- By phasing the implementation we made sure teams weren't overwhelmed by the change so we got great adoption.
- Giving cross functional teams access to the application meant that:
 - Less time is spent in meetings discussing plans as everyone has visibility in the app
 - KAMs learn every time they set up a promotion, they are no longer running the same promotion over & over
 - We reduced sales team reliance on commercial finance support
 - Finance use Invest™ to feed SAP TPM accruals giving them more accurate accruals
 - Demand planners can easily pull an accurate view of their forecast whenever they want.

Hear it from our clients...

"We needed answers very quickly and we needed a solution very quickly. Acumen took about 16 weeks to get a tool up and running and that was really the speed that we needed to move at. Acumen provided a flexible, quick turnaround, all down to their expertise in the FMCG industry"

"Without Invest™ the key account manager has to go on a marathon journey. We feel like now, we give them a Ferrari with what we give them in Invest™"

"After a year and a half, we went from one of the worst performers in the group in this area, to one of the best"

"It begins with a tool but it's the support and the consultancy process that work end to end to deliver the finished output. We wouldn't have stayed with Acumen for considerable years if we believed that it was just a tool"

"The Acumen team is seen as a part of our business. They're integrated into all our commercial aspects"

What are we doing next?

We are continuing to work with our client on:



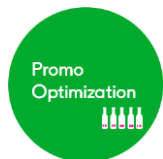
Structured Pricing

Working with our client to implement a transparent and defensible pricing structure



Implementing Acumen Radar™

Implementing our pricing solution, Acumen Radar™, to support the structured pricing work



Promo optimisation

Piloting some of our advanced promotion analytics so that they can benefit from our latest developments

