

European Box Manufacturer: Commercial Effectiveness

Defined the forward portfolio and brand strategy that maximizes future value creation in the context of evolving market and competitive dynamics

Project Overview

Deliverable Examples

Context

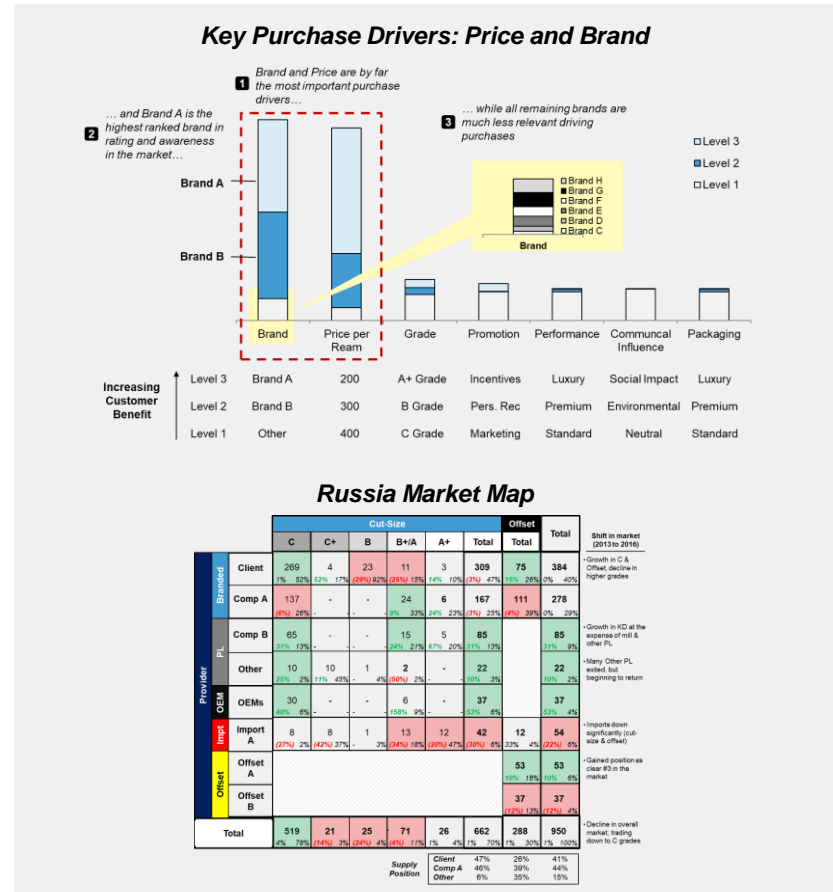
- Historically strong position in an attractive Russia cut size papers market
- Changes in market dynamics were impacting our current and prospective share of the profit pool
- We were under significant pressure from the leading customer to enter Private Label
- We needed an integrated portfolio, brand and channel strategy which would position us to drive increasing profits without negatively impacting market dynamics

Approach

- Conducted deep dive on the economics of our portfolio today and the drivers of changes in share of the profit pool over time
- Developed market map reflecting concentration of demand across channels and grades, and existing brand positioning
- Led broad based customer research program to understand needs and buying behavior across paper buyers
- Defined and evaluated alternative brand and channel strategies, including degree of PL participation
- Built roadmap and business case/targets associated with highest value alternative

Outcome

- Continued avoidance of PL, significant adjustments in our brand portfolio and refinement of the channel strategy
- Successful renegotiation of the key contract
- Year 1 Growth in an otherwise flat market combined with a more profitable mix in cut size papers



Note: Full case studies available upon request
 Names & Numbers Modified to Maintain Confidentiality