

COMPANY NAME AND PRESENTATION TITLE

E.G.

- SWOT analysis
- Recommendations & strategic sales plan
- 90 day plan

COMPANY LOGO

- **SWOT analysis & recommendations**
 - What do we need to do
- **Strategic sales plan**
 - How we are going to achieve it
- **Proposed 90 day plan**
 - Hitting the ground running (or moderately jogging...!)

SWOT analysis: approach

COMPANY LOGO



- Research, research, research...



- ...Together with intuition and assumptions
 - Category dynamics
 - Trade relations
 - Company objectives
- Focused on Personal Care, Mother & Child and Household

SWOT analysis: summary of findings COMPANY LOGO

STRENGTHS

- Some good distribution & display
- Areas of high retailer engagement
- Packaging (almost...)
- Brand heritage, history & 'life cycle'
- Category-leading innovation/on trend products
- #1 position in Mother & Child

WEAKNESSES

- Household distribution & presence
- Strong competition
- Price sensitivity & discounting
- Seasonality
- Barriers to entry in personal care
- Breadth of range
- Lack of complementary products

OPPORTUNITIES

- Distribution, esp. Household
- New occasions & channels
- POP & benefits communication
- Personal health
- Strategic promotions
- Online help & recommendation

THREATS

- Retailer own brand
- Changing retail landscape
- Brand heritage loses its equity?
- Dried up innovation pipeline
- Market dynamics deteriorating

SWOT analysis: strengths

COMPANY LOGO

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- **Distribution & secondary display:**
Personal Care and Mother & child
 - **Areas of high retailer engagement:**
strength in Boots & Argos Company Shop
 - **Packaging:** clear benefit statement
(shame it's hardly ever in English!)
 - **Brand heritage, history & 'life cycle':** from baby to adulthood
 - **Category-leading innovation/on trend products:** Hair removal system & Air Fryer tap into health/well-being trends
 - **#1 position in Mother & Child:** strong brand distribution and shelf presence (although other brands encroaching)

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ONLINE TO ILLUSTRATE
YOUR POINTS

SWOT analysis: weaknesses

COMPANY LOGO

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- **Household distribution & presence:** e.g. in Tesco an (almost) Brand-free category
 - **Strong competition:** well-established competition, with scale across multiple categories, and breadth within category
 - **Price sensitivity & discounting:** difficult to find anything at full price! Company products at top end of the category – limited appeal to price-conscious shoppers
 - **Seasonality:** reliance upon competitive Christmas period
 - **Barriers to entry in personal care:** location in Hypers, cost vs disposables, where to go for assistance?
 - **Breadth of range:** Individual SKU's, not a range
 - **Lack of complementary products:** limit ability to achieve this...

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SWOT analysis: opportunities

COMPANY LOGO

- **Distribution, esp. Household:** address the distribution gaps within existing customers' categories and new customers
- **New occasions & channels:** e.g. Gifting, replacements, stretching the category
- **POP & benefits communication:** creating standout, linking display unit to pack & communicating the reason to pay more
- **Personal health:** growing trend, being at the forefront of innovation
- **Strategic promotions:** aligned & clear objective
- **Online help & recommendation:** leverage all online touch points to educate and engage

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- **Retailer own brand:** (sigh...!) & brand catch up
- **Changing retail landscape:** trend to online, but sorting by price puts Company at disadvantage. High Street decline could reduce ability to “touch and feel” products
- **Brand heritage loses its equity?:** #1 position in shaving not apparent on shelf – how long can this be sustained?
- **Dried up innovation pipeline:** innovation keeping Company in the game in Household
- **Market dynamics deteriorating:** continued category growth, but pressure on consumer spending still intense

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YOUR POINTS

-
1. Focused category-based sales strategy to grow range depth in existing customer categories
 2. Drive distribution in new categories & channels
 3. Strategic POP & promotion plans – benefits communication to shoppers, secure secondary display, put product in shoppers' hands
 4. Partner to win – leverage complementary products to drive visibility & generate scale to secure secondary display
 5. Innovate, innovate, innovate – standing still not an option
 6. Embrace online – both as a sales channel and as a mechanism to engage and educate consumers in the brand and products
 7. Create/leverage seasonal events to reduce reliance on Christmas

Strategic sales plan: steps to success COMPANY LOGO

**Establish
vision, values
& mission**

**Market
analysis**

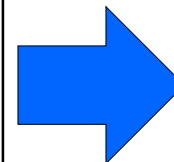
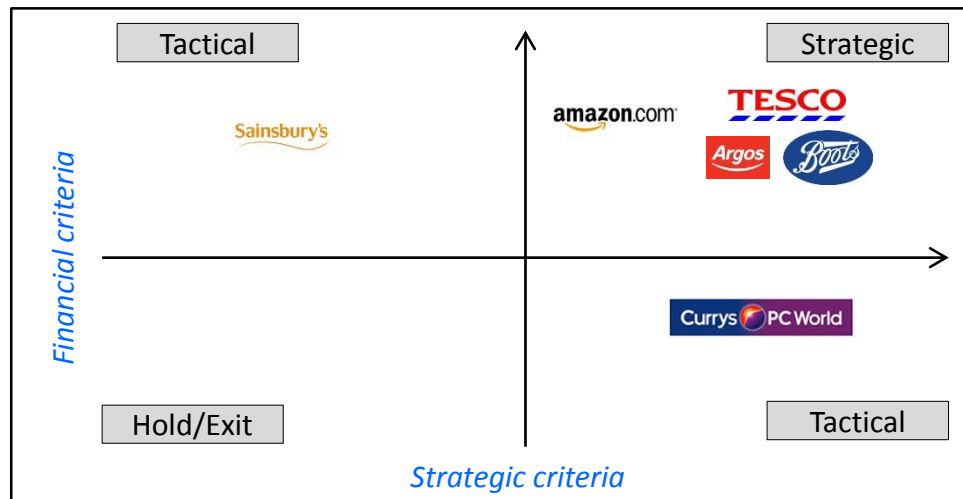
**Marketing
strategy**

Sales strategy

**Capability
plan**

1. Market analysis

- Analysis of current position
 - Gap & competitor analysis
 - Category position
 - Category need vs Companys proposition
 - Relationship appraisal
- Define business strategic needs
- Define priority customers, categories & gaps; develop SWOT by customer and category



Example opportunities from SWOT

- Build Cooking distribution
- Online & Argos rankings
- Tesco Personal care merchandising & secondary display
- Personal Care replacements
- Engage shoppers in the benefit of the products
- Build range & execution of Personal Care and Mother & Child

2. Marketing strategy

- Build the need for Company's products
 - Category rationale – by retailer/channel
 - ATL turned into a customer benefit
- Build trade marketing toolkit, e.g.

Motivating shopper info

Shelf stand out

POP communicating benefit

ADD PHOTO'S YOU HAVE TAKEN IN STORE/
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- Engage and educate consumers online



#1 Best Seller in Men's Electric Rotary Shavers

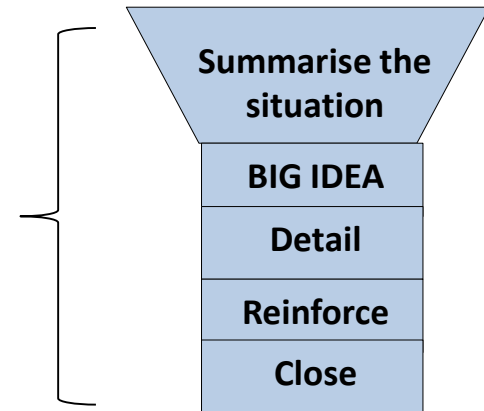
- Create & leverage “events” with retailers outside the Christmas peak
- “Preferred partner” in Personal Care to create scale & relevance off-shelf

3. Sales strategy

- Focus resources & energies towards strategic priorities
- Industry-leading selling approach:
 - “Outward focus” with consumer, shopper & customer at the heart
 - Category experts: tailored channel/customer approach to demonstrate category need for Company products & secure the right merchandising
 - Adding value: innovative marketing, promotions, execution and insight
 - Easy to do business with: doing the basics flawlessly, working at pace
- Grow existing business through:
 - Range depth by category: generate shelf presence and critical mass
 - Securing off shelf space to grow share & category penetration
 - Securing space early; flexibility to capitalise on late opportunities
 - Exclusives/First to markets, where appropriate
 - Gold standard execution
 - Tools, processes & relationships to analyse and make decisions quickly
- Develop new channels through focused and category-based approach, e.g.:
 - Personal Care replacements (Super/Convenience)
 - Cooking: stretching the category price ceiling in Super
 - Boots/Tesco: gifting range

4. Capability plan

- Build team skills in 3 key areas:
 - Category-based selling
 - Compelling commercial proposals
 - Prioritising the big bets
- Drive the right behaviours:
 - Customer focus
 - Speedy & effective delivery
 - Ownership
 - Passion, pride and belonging: create a winning mentality
 - Shared goals... winning in sales takes more than just Sales!
- How? Combination of various elements:
 - Training – formal, coaching & best practice share
 - Customer champions/category champions
 - Internal alignment – goals, priorities & removing obstacles
 - R&R and healthy competition
 - Clear & effective leadership



90 Day Plan

COMPANY LOGO

**Before
starting**

- **Understand/learn about** the strategy, culture & performance
- **Build learning plan**

Weeks 1-3

- **Learn the business: 5 C's:** Country, Category, Customers, Company, Competitors
- **Build relationships with the team:** Get to know & understand strengths, needs, agenda & motivations
- **Structures in place:** team meetings, 121's – to understand and support current priorities
- **Align job expectations & short term priorities**
- **Build networks & understand the business:** Learn & understand how the business functions

Weeks 4-7

- **Share initial findings** on strengths, weaknesses & opportunities
- **Initial customer meetings:** meet key contacts, understand key challenges & priorities, build dialogue
- **“Hand over” period:** responsibilities & working groups

Weeks 8-12

- **Building & sharing a plan** to address short challenges or exploit opportunities – short and long term
- **Fully integrate into the role:** take the lead on key responsibilities, working groups, etc.
- **2nd round customer meetings**
- **Personal development planning** with directs