

CONSUMER MARKETING TRANSFORMATION

Case Study

CLIENT NEED

- Leading beauty retailer was facing rising competition for **high-value, but less brand-loyal Gen Z shoppers**
- Social media and influencer execution** were underperforming compared to industry peers
- Loyalty and personalization programs** delivered real value but lacked visibility and impact
- Marketing was **fragmented across functions**, creating a need for clearer alignment on **key initiatives**

CURATED TEAM

Sai Patil – Project Leader

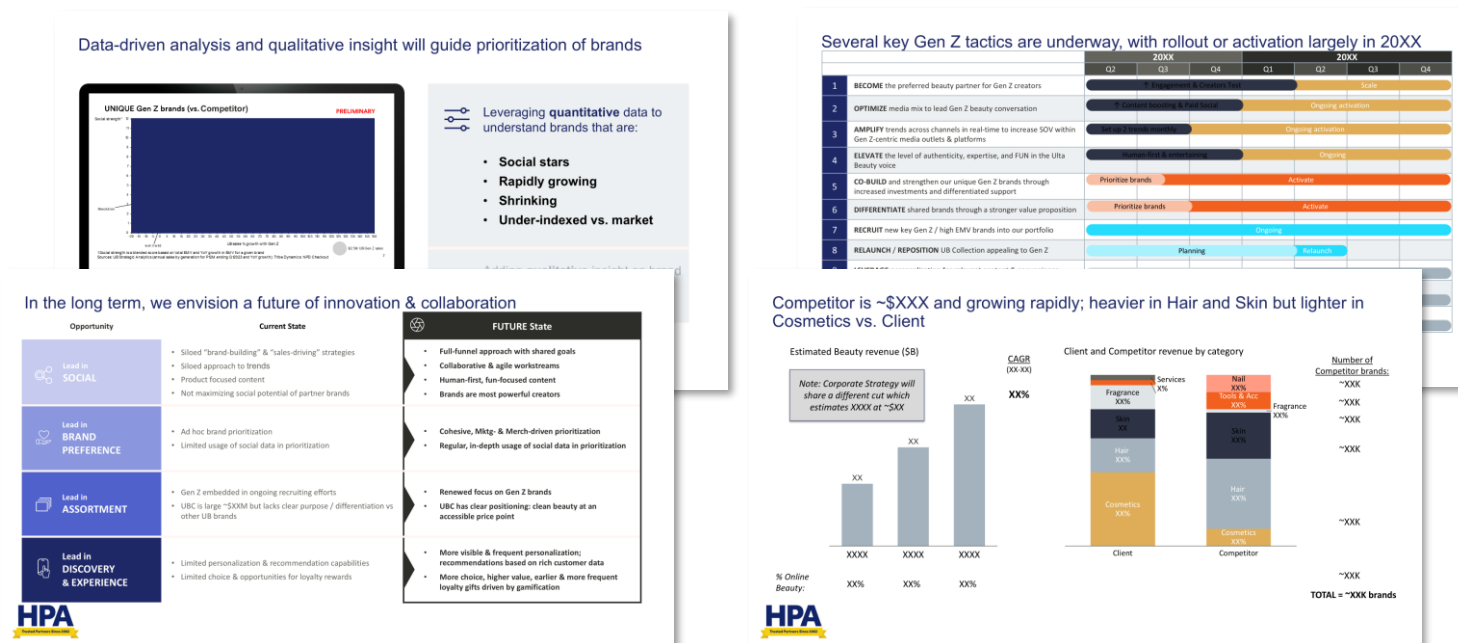
- 20+ years of strategy experience in CPG, retail, and health & wellness
- Former Case Team Leader at **Bain** (9 years)
- Mattel** (8 years): Director, Customer Marketing; Senior Manager, Corporate Strategy

Cathy Tsai – Consultant

- 15+ years of experience in growth marketing and consumer strategy
- Former **Bain** Consultant (2+ years)
- Strategy roles at **Warner Bros.** and **Google**

ENGAGEMENT OUTCOMES

- Benchmarked client against key competitors across **social, loyalty, assortment, and brand positioning** to identify gaps and opportunities for differentiation
- Developed a 10-step strategy focused **on four growth pillars: social, brand preference, assortment, and discovery**, leveraging internal and external consumer insights
- Created a **brand prioritization framework** to identify the top 10 **Gen Z-focused brands** for marketing and merchandising amplification
- Launched **agile workstreams** and delivered **strategic marketing playbooks, competitive insights, and activation roadmaps** to support new marketing leadership onboarding



Examples of growth through brand, channel, and market strategy



Brand Strategy

CLIENT NEED

Industry-leading, F500 retailer needed a team **to build and accelerate a brand transformation strategy** focused on **customer segmentation, price positioning, real estate, and eCommerce**

ENGAGEMENT OUTCOMES

- Conducted a current state assessment of the brand (internal and external challenges)
- Mapped the competitive retail landscape and identified new target customer segments
- Recommended changes in brand positioning, price architecture, physical footprint, and digital strategy
- Aligned senior leadership and Board around the future strategy of the business
One team member was retained to assist with further strategic planning efforts



Channel Strategy

Fortune 500 CPG manufacturer and retailer needed an **evaluation of best-in-class practices** of its existing freestanding stores and a **benchmarking analysis against other key world-class retailers to accelerate sales growth**

- Collaborated with the client team to design a new corporate retail channel structure
- Led a major retail initiative spanning multiple geographies and management teams
- Identified and prioritized strategic opportunities to accelerate retail sales growth
- Retained post-project on a part-time basis to support execution and rollout of improvements



Market Assessment

Global publicly traded, branded consumer packaged goods firm and retailer wanted to **undertake a comprehensive customer segmentation and market landscape assessment across the U.S., UK, China, and Japan to develop their next brand portfolio strategy and identify organic and inorganic growth opportunities**

- Conducted extensive consumer research, deep-dived into purchasing behaviors across segments, and analyzed the existing landscape and category-disruptive trends
- Assessed competitive environment by applying multiple strategic portfolio lenses to brand opportunities and threats
- Developed recommendations for capturing share and most profitable organic and inorganic growth
- Presented findings to client executives and Brand Presidents and subsequently executed against

Examples of efficiency through supply chain and cost optimization



G&A Cost Optimization

CLIENT NEED

Global consumer company's US and Europe-centric international division had been underperforming and realizing negative operating profitability for a number of years. Client needed a team to **assess productivity and cost efficiency opportunities across their supply chain and G&A, while reinforcing growth, to restore profitability**

ENGAGEMENT OUTCOMES

- Assessed cost-saving opportunities across brands, categories, commercial entities, offices, back-office functions, and supply chain
- Evaluated SKU productivity, product line profitability, and rationalization in partnership with brand and commercial leads
- Applied Lean principles to optimize supply chain operations, logistics footprint, and make/buy decisions
- Identified ~\$18M in savings potential and delivered prioritized recommendations with an execution roadmap



S&OP Process Development

A multibillion-dollar consumer goods company was facing high inventory costs and extended lead times. With the threat of severe fines for delayed or incomplete deliveries, the company needed to **establish a strong S&OP process to optimize supply chain costs and enhance customer service.**

- Completed 30+ interviews to inform a tailored S&OP solution and led an extensive data management initiative, including cleansing and mapping, to enable robust KPIs
- Facilitated targeted S&OP training workshops with key stakeholders, streamlining consensus-building and supply planning roles within a decentralized model
- Built a KPI/Dashboard blueprint to define essential KPIs, calculation methods, and implementation strategies for S&OP
- Proposed a Supply Planning Center of Excellence (COE) to standardize processes and align regional inventory, and established a framework for S&OP and IBP roles



Cost Reduction

After a difficult turnaround and many rounds of cost cutting, multibillion-dollar CPG manufacturer had yet to see efficient and appropriate SG&A levels despite renewed growth. Client sought a partner to think through further opportunities **to transform the SG&A cost base without sacrificing operational capabilities**

- Built comprehensive baseline across historical sales, store capacity, and product mix to inform strategic planning
- Benchmarked organizational, operational, and financial performance against industry peers
- Designed a marketplace decision tool to guide store and assortment strategy; aligned with key stakeholders
- Supported six-month execution phase including pilot rollouts, local training, and market-level implementation