

Retail (OTC & Prescription) Skin Care Products

Problem:

- Very position in the skincare products industry. Products are sold to more than 120 Mio Customers in Europe, North America and the Pacific Rim
- Margins had been gradually eroding - Management believed that bottom-line performance could be improved by improving the management discipline around pricing

Approach:

- Conducted detailed diagnostics of Pricing approach / processes & systems and developed a Roadmap for improvement and a new strategy to improve bottom line using a two-pronged approach:
- Strategic Analysis and Evaluation
This involved a strategic analysis of their current pricing structure and strategy. The methodology combined in depth Transactional Pricing analysis with interviews with Management's, Sales Force, Salon Customers and with several Distributors.
- Distribution Channel Analysis
This task focused on developing a strategy for leveraging their positioning and relationship with Distributors. This analysis sought to understand how they could best motivate Distributors to behave in a way that is mutually beneficial.

Impact:

- 2% ROS improvement whilst increasing share of wallet and overall sales above industry average