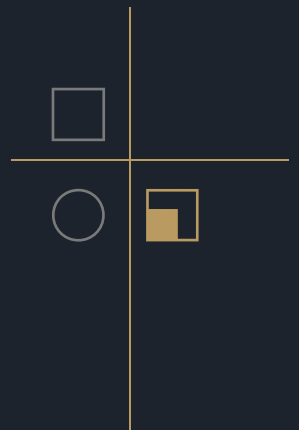


STRATEGIC GROWTH OPPORTUNITY ANALYSIS



THE CLIENT PROBLEM

Our client, a **leading CPG player** wanted a **clear growth strategy for 2025**. They wanted to understand changing consumer behaviour, market dynamics, and future trends for a specific category so that they could **make the right choices across markets, brands, segments** etc, to drive profitable growth.

THE AQ SOLUTION

AQ worked as an analytics partner with the client's strategy team and:



Determined the shift in market dynamics by analyzing the past performance of the category for the last 10 years.



Identified and sized current opportunities with strong future potential.



Forecasted 2025 performance for the client's brand portfolio across geographies and major segments.

Our holistic analysis required aggregation of data from varied sources like local Nielsen databases, EuroMonitor, brand health, media, H&E studies, consumer panels, internal company data etc. Data collection had its own challenges in terms of limited availability, inconsistency across formats, geographies & time periods.

THE CLIENT BENEFIT

We developed a framework to guide actions. We wove a story that explained the present & future landscape of the category, synergising the information which we had gathered from multiple data sources. We answered questions like:

- **How** had the client and category grown in the past?
- **What** were the missed opportunities and why were they missed?
- **What** were the threats faced?
- **What was the impact of** addressing/not addressing these opportunities and threats for the corporations?

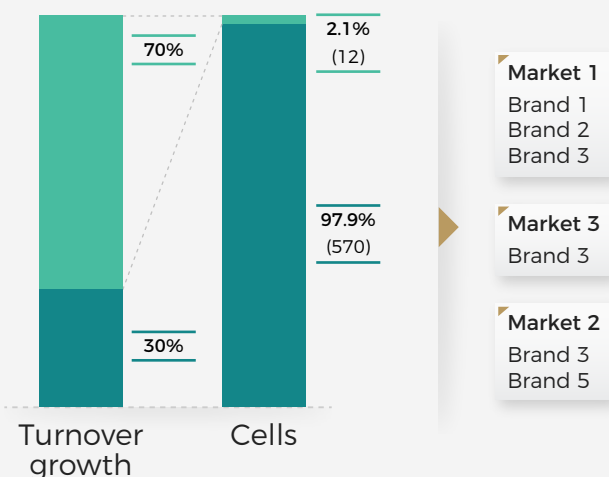
We defined what the market performance would be if our clients chose to continue on a business as usual agenda without any new disruptions. We helped the client define their category strategy, identify opportunities and size them in order of priority. The insights from these studies were shared with leaders across geographies to drive focussed growth across markets.

KEY PROCESS AND OUTPUTS

WE ANALYZED THE CURRENT BUSINESS AND ITS STRENGTHS AND WEAKNESSES

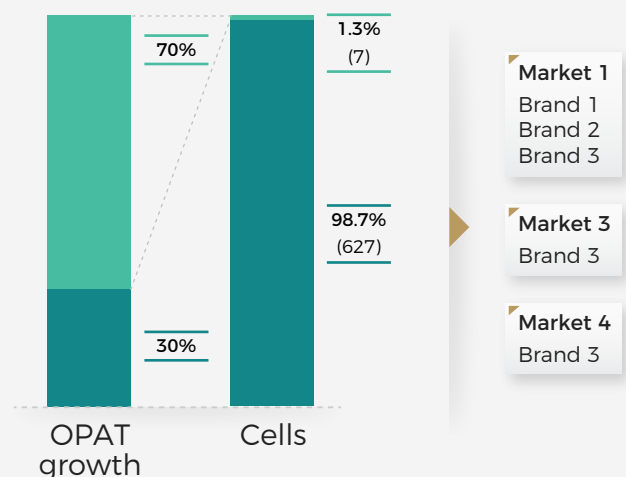
2% of “super” cells contributed to **70%** of turnover growth and profit growth.

Winning cells by TO growth 2013-15
Turnover



- Market 1
Brand 1
Brand 2
Brand 3
- Market 3
Brand 3
- Market 2
Brand 3
Brand 5

Winning cells by OPAT growth 2013-15
Profit

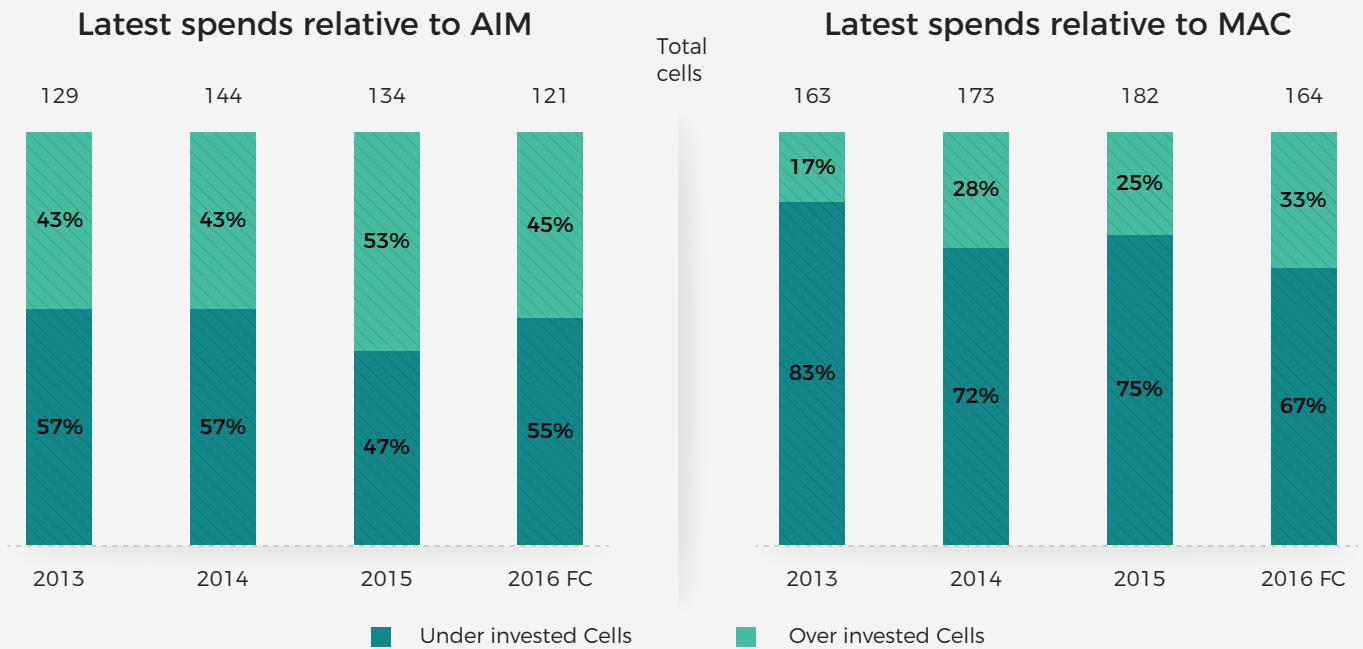


- Market 1
Brand 1
Brand 2
Brand 3
- Market 3
Brand 3
- Market 4
Brand 3

WE DIAGNOSED PAST EXECUTIONAL FACTORS TO IDENTIFY WHAT WAS DONE WELL OR COULD HAVE BEEN DONE BETTER

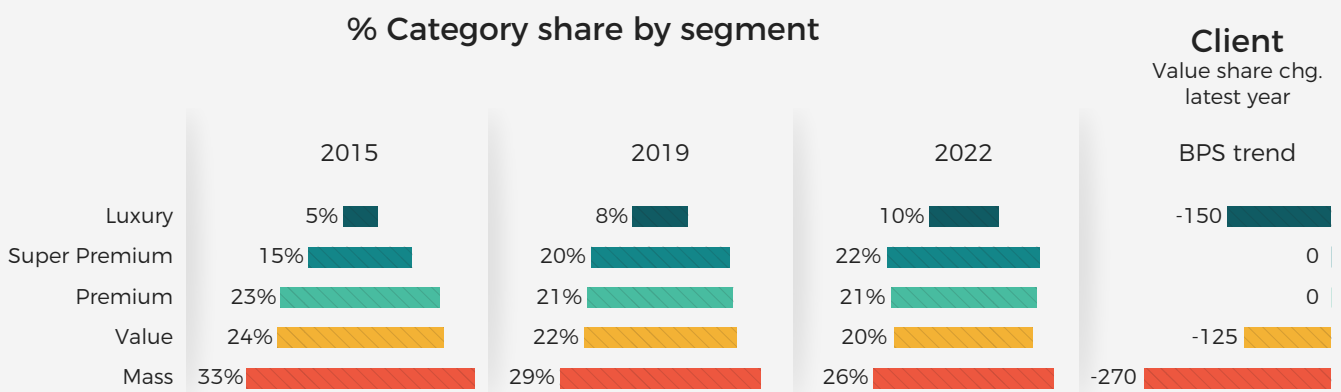
Overall we were spreading media spends too thin.

(1 out of 2 brands, and 2 out of 3 campaigns are underfunded)



WE ASCERTAINED OUR CLIENT'S RELATIVE POSITION AND FUTURE PROSPECTS ACROSS VARIOUS SEGMENTS

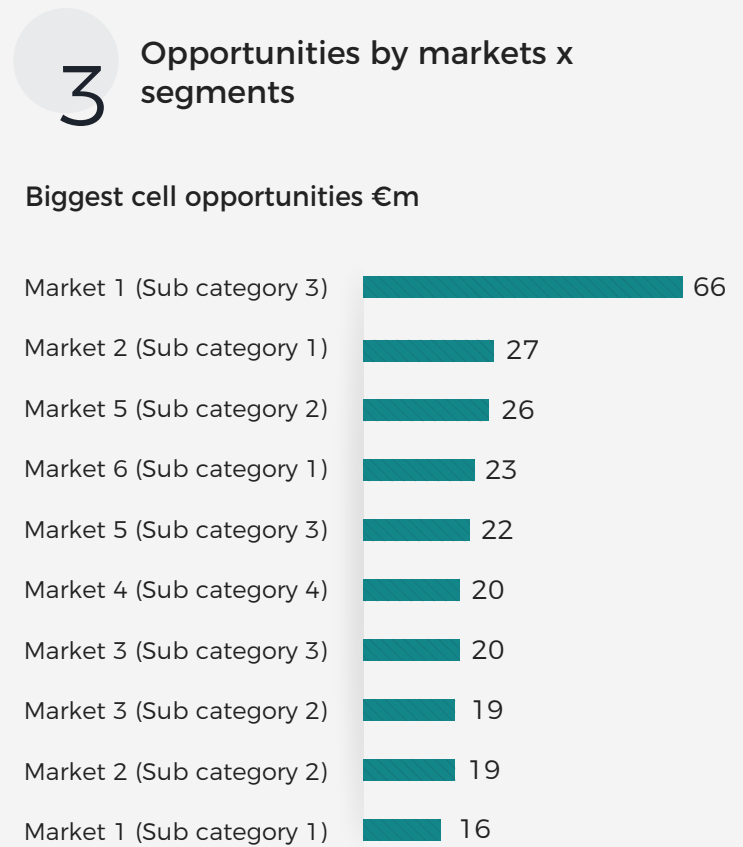
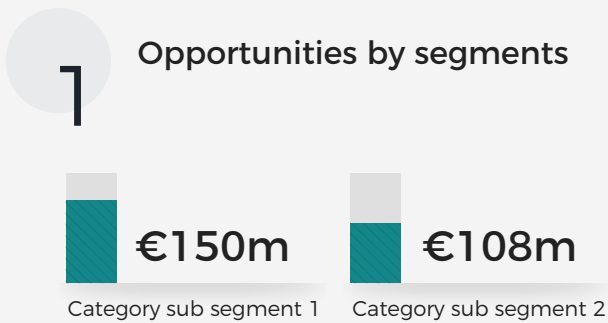
We were losing where we were strong and losing in the premium segment, and this would only get worse in future.



We're under-prepared to lead future market growth, with no representation in the largest segments of the future.

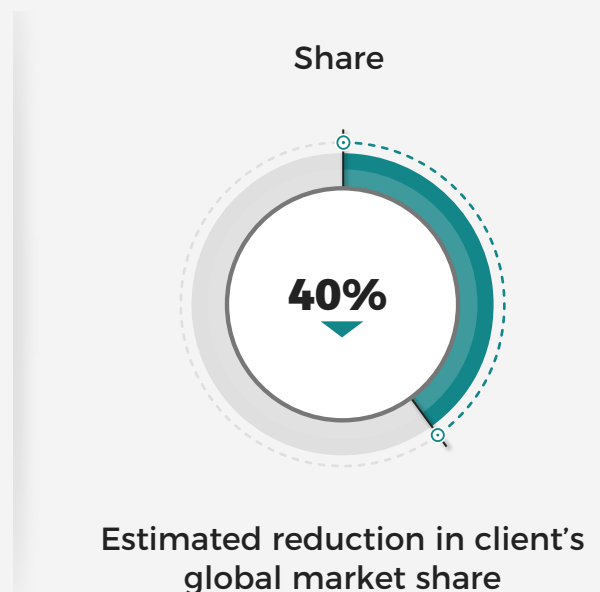
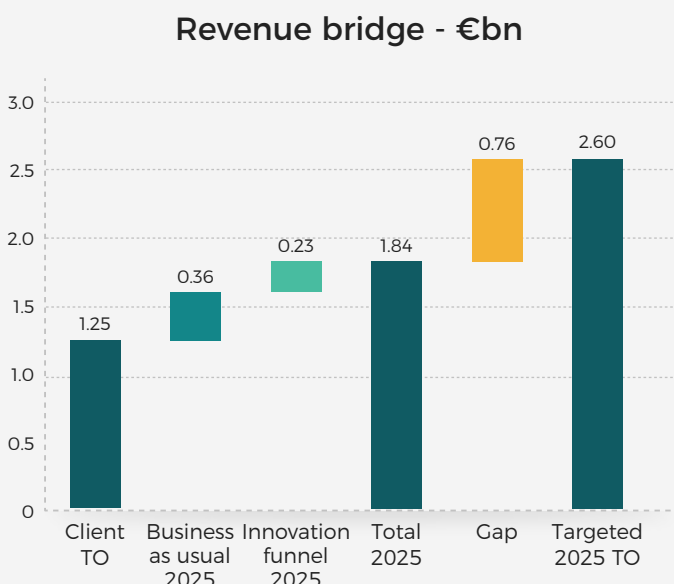
WE TRANSLATED CATEGORY AND BRAND PERFORMANCE ASSESSMENT INTO OPPORTUNITIES AND THREATS

There was an opportunity to grow +€343m if our client gained a fair share of segments and markets.



WE PROJECTED OUR CLIENT'S PORTFOLIO GROWTH AND GLOBAL MARKET SHARE BASED ON THE CURRENT PERFORMANCE AND CATEGORY FORECAST

If we continued to deliver below-category growth, we would miss out on €760m of turnover and loose a further 40% of our global market share.





Thank You For Your Interest.

For any queries, get in touch with us.

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