

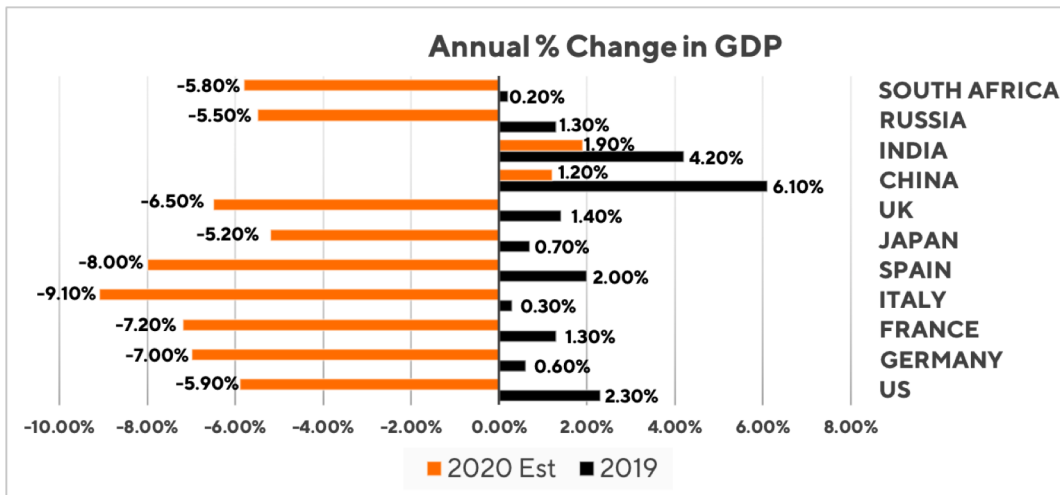


COMMERCIAL **PA**CH DIAGNOSTIC **CH** **PA**CH

Assessing & Planning a Roadmap for Recovery

COVID 19 is THE biggest shock our modern economy has ever experienced

The crisis will rival the Great Depression with 3% decline in the global economy.



Source: Overview of World Economic Outlook projections, IMF

The Consumer goods industry is having to cope with a massive drop in footfall. Lockdowns have closed the leisure industry, pubs, clubs, bars and restaurants. Social distancing has changed shopping behaviours in traditional retail channels, and driving increased on-line purchasing. The internal and external impacts, are in turn challenging how businesses plan for the future.

INTERNAL

- **HUMAN RESOURCES**
 - People work from home
 - Partial furloughs
 - Field force coverage stopped/partial
- **PORTFOLIO MIX**
 - Focus on core products only
 - Limited/no promotional activities
- **FINANCIALS**
 - Cash flows strained
 - Huge losses/reduced profit

EXTERNAL

- **TRADE LANDSCAPE**
 - Outlets closing
 - Smaller universe / Consolidation
 - Financial difficulties
- **CONSUMER BEHAVIOUR**
 - More online shopping
 - No on-trade visits
 - Buying in bulk
- **SUPPLY CHAIN:**
 - Disruption: OOS and loss of distribution
 - Wholesale & Distributors consolidation
 - Financial difficulties

Are you positioning yourself to win when the new normal arrives? Or are you just trying to survive?

To succeed in the 'new normal' businesses will need to re-evaluate their position and consider how to re-engineer their commercial operations.

Proactively re-engineering your business out of the crisis

From crisis situations to unlocking potential in better economic times, the **Commercial Diagnostic** is a business health check carried out by PACH Solutions. It's a proven tool to help answer critical questions, such as:

- In a crisis situation where do I focus my resources?
- What and where are the specific root causes of a performance issue?

A tried and tested way to assess your commercial operation

- We **ASSESS** the commercial operating practices of your business, to determine what is working well, and what is not. From sales rep to CEO, we have worked client side for many years in many different roles, so you can be confident our recommendations are underpinned by real business experience..
- The **PLAN** is focused on those elements which will deliver the 'biggest bang for your buck': how you **RESOURCE** actions, **SELL** to customers, **ENGAGE** consumers and **DELIVER** product to market will be a departure from the norm, so concentrate the business on 'must haves' and eliminate all 'nice to dos'
- We then help you **REVIEW** progress and track implementation week by week, to course correct quickly, if required

“The Commercial Diagnostic provided an invaluable external perspective. It gave us a quick read on the issues and what to change”



A commercial assessment delivered quickly

The Commercial Diagnostic takes **1-2 weeks**, because speed will be of the essence in planning next steps during the crisis:

AGREE FOCUS → **GATHER INFO** → **ANALYSE** → **RECOMMEND**

- **Step 1:** Agree prioritised and tailored list of business issues to be assessed
- **Step 2:** Gather information through interviews, field visits (if allowed) and review of documents
- **Step 3:** Analyse the results, using a combination of experience, best practice and benchmarks to build a 'quick wins' plan for recovery
- **Step 4:** Present the conclusions of the analysis, a set of recommendations, and road map for recovery to management

Key impacts: some learning from the current crisis

Commercial Diagnostic work undertaken by PACH in March – May 2020 suggests that the current crisis requires a recovery plan to focus on some specific new insights and decisions. The resulting actions should be enabled to ensure speed to market and the ability to adjust quickly to new learning:

New Insights

- Diagnose quickly where the commercial low hanging fruit exist to accelerate business growth
- Map the new outlet landscape to know where to sell and focus resources
- Be responsive to new purchasing and consumption habits and respond

New Decisions

- Re-examine commercial investment priorities to focus on pay-for-performance
- Redirect your salesforce to maximise coverage
- Prioritise your key accounts and improve relationship strategies to reflect the new realities
- Fix RTM efficiency issues/gaps
- Decide which priority wholesalers & distributors form part of your future supply chain strategy

Enablers

- Adopt an agile planning approach with clear accountabilities and tied to execution
- Track the implementation of your Recovery Plan to allow you to course correct quickly

// *They have been there, done it so know how to cut through the corporate bulls**t" and uncover the real issues"*

What makes the Commercial Diagnostic unique?

✓ We use real business experience

...because that's how real business problems are best solved.

✓ It's tried and tested

The tool has been used and refined over many years. In fact over 12 years the Commercial Diagnostic has been used with 55 clients

✓ We deliver quickly, because speed is of the essence

We designed the diagnostic to be completed in **1 - 2 weeks**. That way our clients can get on quickly with the real business of driving change and delivering results

✓ It's social distancing safe

It can be completed remotely (or on-site, as social distancing measures are eased)

// *Made us more competitive in everything we do"*

“ Beautiful stakeholder management. Helped us articulate a vision, and aligned the organisation behind it”

Find out how the
COMMERCIAL DIAGNOSTIC
can help you

Contact
www.pachsolutions.com/contact