

STRATEGIC ADVISORY

Creating WINNING pathways for clients





Narayanan (VN),
Strategic Advisor, Mentor,
Board Member

VN brings 30+ years of rich diverse experiences, having built businesses & organizations around the world.

Having held many Global, regional & country leadership positions with the likes of P&G (Director/General Manager) in China, US & India, and Coke (CCO, VP Customer - India & SW Asia), he brings deep expertise in;

- Business building & value creation across - consumer, customer, shopper, channels, o2o, innovation & more.
- Building diverse, multicultural/national inclusive organizations & teams that win.

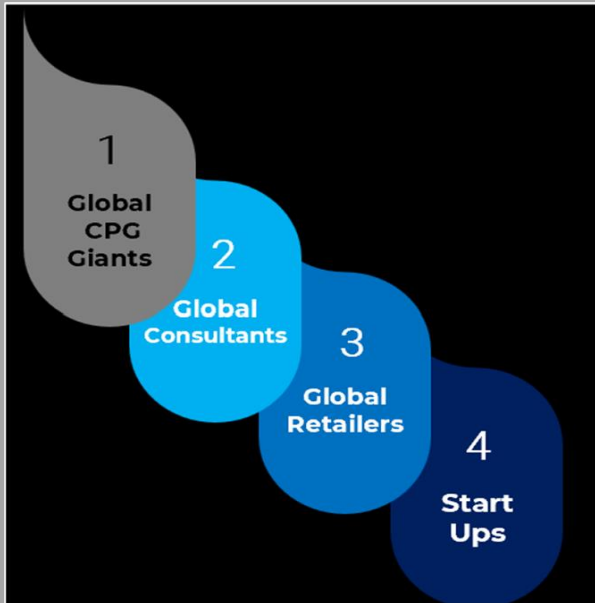
Key areas of expertise

- Consumer-centric value creation.
- Building businesses, brands & organization for lasting success.
- Balancing priorities & creating levers for winning today while laying a strong foundation for tomorrow's success.
- Organization & leadership development
- Broad range of expertise to enable wins in the Retail & FMCG space including; e.
 - Bizz – B2B, B2C, D2C, Online 2 Offline, Marketplaces & platforms.
 - Retailer Strategies including Trade & Shopper Marketing, Category Management, and Shopper insights.
 - New Retail: End-to-end strategies, systems & executions that enable the integration of off< >on< > & traditional retail into a seamless value chain bound together by a data backbone.

Core work streams in India & across the world;

- Large Global companies || Digital transformation –“ Converting Data to Dollars”, Revenue Growth Management, inventing distribution strategies of the future.
- Start-Ups || New product & channel launch strategies. Business models, Market entry, GTM – on/offline mix, product/s, marketing, pricing, leadership development, founder mentorship
- Global Consulting companies || Subject matter expert<>collaboration on major projects across multiple clients, categories & countries.
- Global retailers || category management, profit pools, shopper-based design, assortment & shelving.

More about him at [linkedin.com/in/vn-narayanan](https://www.linkedin.com/in/vn-narayanan)



4 x 4

CORE WORK AREAS

- 4 work streams
- 4 client types

STREAM - 1
Go To Market, Future Of Distribution,
New Retail, Omni, e.bizz ..

STREAM -4
Organization
Culture, capability, Capacity, Structure,
Leadership mentoring

STREAM - 2
Business Modelling
Where to play ,How to win , What
to execute , Product<> Market Fit
& Path to profitability



STREAM - 3
Value creation & Strategic revenue management
Value proposition architecture across Consumer, Customer, Channel,
Category...



STREAM 1

Go To Market, Future Of Distribution, New Retail, Omni, e.bizz

FUTURE OF DISTRIBUTION...

Global CPG giant...

Question/ Context :

- Given the rapid changes in the GTM landscape post Covid, what does the future of distribution in India look like ?

Action Steps ::

- Approach : Funnel ...start wide at the top of the funnel & narrow down to specifics for the overall business & various categories. Boil it down to a play by play catalogue of actions needed to be on the winning side of change.
- Top of the funnel
 - Understand & articulate GTM trends for the FMCG industry in general
 - Identification of key forces that are causing the change.
- Mid funnel
 - How are the forces of change impacting the company in general & categories in specific.
 - Implication of this in the near, mid & next term.
- Bottom of the funnel
 - Playbook by category.
 - Step by step guide to what happens now & next.

Results, Impact & Status ::

- View of what's likely to come in the next 24,48 & 60 months.
- Capabilities to strengthen, modify & build....including;
 - Organization culture – areas of focus & change management.
 - Tech/Digital interventions.
 - Coverage & assortment optimization
 - Organization structure & capacity changes needed.
- Trigger points where GTM switches have to be made.
- Phase 1 capabilities piloted & encoded for scale across 2023/24.
- Phase 2 capabilities being piloted for scaling in 24/25.



STREAM 1

Go To Market, Future Of Distribution,
New Retail, Omni, e.bizz

DIGITAL COMMERCE...

eB2B & eB2C

Global CPG giant...

Question/ Context :

1. Do we need to play with eB2B , if yes Why ? How? When? Where?
2. Profitable growth with eB2C...How? What needs to be true?

Action Steps::

- **Approach** : Broaden perspectives of key leaders & enable building an organization vision that helps leverage ::
 - eB2B as a distribution complement/multiplier creating value.
 - eB2C as a growth multiplier that delivers both sales & brand edge at reasonable costs.
- **Sprints:**
 1. Discovery: Understand what is being sold, where, and rates of sales – Value, volume, productivity, etc.
 2. eB2B work – Create a give <>get model to leverage eB2B as a distribution multiplier.
 - Areas where the current distribution system is not creating enough value; Surgical identification of District X Brand /Pack combination where eB2B could create distinct incremental value.
 - Areas of sufficiency where some goodies can be shared with eB2B.
 3. eB2C work
 - Deep dive into growth & profitability drivers <> drainers.
 - Playbook detailing – Where to play, How to win & what to execute.
 - Double clicks & details on the differentiated play by sub-category X customer.
 4. Piloting, tweaking & codification of game plan for scaled execution

Results, Impact & Status ::

1. New eB2B GTM in place ;
 - Negotiations & agreements done
 - Phase 1 testing done, scaled execution progress
 - Phase 2 testing in progress.
2. eB2C play ;
 - Creative use of spending to build sales (promo \$s) & brand (explainers, new products, brand store, etc).
 - Net costs in line with ROI expectations
 - Model for sustained profitable growth in place.



STREAM 2

Business Modelling

SOCIAL COMMERCE...

Indian start-up ...Unicorn(\$5Bn+ Valuation)

Social Comm company with 90% of business coming from fashion, planning to expand into FMCG

Question/ Context :

1. Should we add FMCG to our portfolio?
2. If yes, what's the most effective & efficient method to get this done?
3. Can you help with the initial hand-holding of the execution?

Action Steps::

- o Approach & sprints
 1. Size of prize /ease of execution analysis based on companies existing setup & strengths.
 - a. Discovery: Understand the current system, sellers, buyers, products, sales, profits, etc.
 - b. Projections on estimated sales & profit potential with details of categories to play, price tiers, sourcing plan, selling plan & more.
 2. Choice boarding to evaluate the best course of action for a quick start
 3. Execution
 - a. SWAT team set up for rapid start-up
 - b. 5 category pilot created & executed – Product<>Market fit established
 - c. Suppliers lined up - 100+ in 3 weeks
 - d. Communication material developed
 - e. Pricing & promotion plans set up
 - f. Supply chain setup + testing
 - g. Launch & hyper care.
 4. Road map for the category, supplier, geography, seller expansion & scaling.

Results, Impact & Status ::

1. New category launch – greenlit ;
 - New category projected to;
 - Be revenue & profit accretive.
 - Add sellers & consumers to the platform
2. New category established from scratch in one quarter;
 - Q 1 sales -\$10Mil +
 - Y1 sales - \$150Mil +



STREAM 2

Business Modelling

eB2b...

Indian start-up ...Unicorn(\$5Bn+ Valuation)

eB2B giant with a vary large distribution & portfolio footprint

Question/ Context :

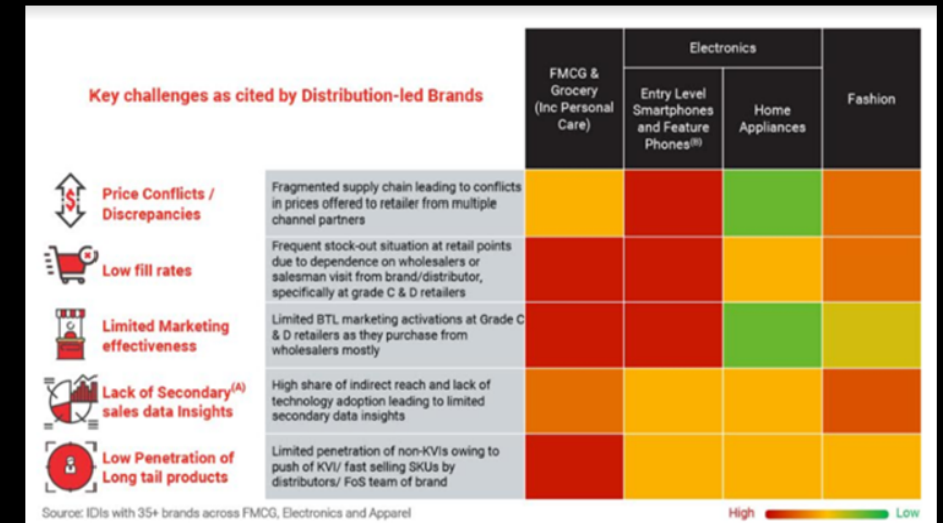
1. How do we build a **profitable** scale??

Action Steps::

- Approach & sprints
- Discovery to map the current:
 - understand the current coverage, logistics, products, categories, sellers, buyers, products, sales, profits, etc.
- De-coding the business DNA –
 - what builds scale, profits, credibility, shopper-relevant assortment & other key business drivers. Hence what's must-have, good to have, may not have.
- Best Fit modeling
 - Optimum portfolio, coverage, logistical systems, MOQs & more.
- Road map for profitable growth
 - Portfolio, Coverage, procurement, training, selling for scale.

Results, Impact & Status ::

- Multiple sets of pilot tests run to validate real-life results of models relating to portfolio, coverage, frequency, pricing, promotions, etc.
- Portfolio & Coverage models adopted into core business for scaled execution in 2022





STREAM 3

Strategic Revenue Management

DIME

Dynamic Initiative Management Engine

Global CG Giant

DIME - Dynamic Initiative Management Engine

DIME is an A.I powered tool that enables company to PRIORITIZE and HYPER - PERSONALIZE trade programs and selling stories for EVERY SINGLE CUSTOMER



WHY?

DIME brings the **power of digital tech based personalization & customization** that changed the face of consumer marketing to the world of trade management. This game changer moves trade plans from 'one-size-fits-all/most' to 'retailer specific hyper personalized plans' resulting in a **major productivity boost.**

WHAT?

DIME is a **game changer** that leverages the power of AI & ML to drive **explosive growth** by prioritizing & hyper personalizing trade plans resulting in **sales growth at reduced costs.**

HOW?

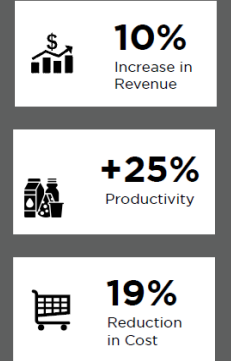
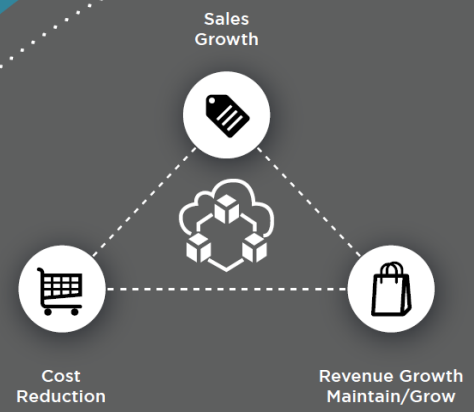
DIME uses trade programs created by category teams as parent initiatives, & with the help of **bespoke algorithms**; prioritizes & hyper personalizes programs making them most suitable for every individual retailer. This results in an overall **productivity boost** while decreasing costs & growing initiative hit rates & retailing.

DIME Enables - Personalization & Prioritization of Promotions

	Low Enrolment	More Enrolment	Higher Revenue
	CHANNEL LEVEL PROMOTIONS One size fits all	CUSTOMER PRIORITIZED PROMOTIONS Prioritize promotions by customer	PERSONALIZED PROMOTIONS Prioritize promotions for each customer
Customer 1	Buy Ariel worth 6,000 to get 5% off		Buy Ariel products worth 6,000 to get 5% off
Customer 2	Buy Ariel worth 6,000 to get 5% off		Buy Ariel products worth 7,000 to get 5% off
Customer 3	Buy Ariel worth 6,000 to get 5% off		Buy Ariel products worth 8,000 to get 5% off

Impact

DIME addresses the biggest needs of senior executives by addressing one of the largest P&L elements i.e. trade spends. Brings it from the era of one size fits all into the new AI/ML powered world of hyper-personalization & delivers outstanding results with **Increased Sales, Decreased Costs & Enhanced productivity.**



* Real data from pilot |Scope - 2000 Test + Control stores, 6 Channels, 11 Categories, 23 sales reps & over 17 Weeks |



STREAM 3

Strategic Revenue
Management

PPCA

Product Price Channel
Architecture

Global CG Giant



For each **Occasion**,
it defines the optimal
Brands, in the
appropriate **Packages**,
at the right **Prices**, in
the target **Channels**.

- **What is PPCA?**
 - An integrated framework that helps deliver the right Price<>Pack combo for each shopper in each of the channels for each occasion.... thereby moving the demand curve forward.
- **How?**
 - Consumer Centric Trade in, up & across strategies & executions by channel.
 - This is achieved through careful arrangement of vectors across price, pack, sub/brand, channel & more.
- **Result?**
 - Higher basket value, width & depth.
 - Differentiation leading to optimization of promotional spends.
 - Reduces risk of category commoditization. E.g., Consumers down trading due to inflationary pressures.
 - Reduces reliance on a few packs.
 - Prevents channels leaks – right price<>pack<>channel combo
 - Thus, creating an effective consumer centric winning plan.



STREAM 4 PEOPLE & LEADERSHIP

MENTORSHIP PROGRAM

Current mentee cohort includes –
startup founders & senior business
leaders at global CPGs

Mentorship Program

Why?

An enabler that turns good
leaders **AMAZING**
A unique value add for
leaders that lead to
greater loyalty,
engagement & retention



What?

A targeted Mentoring
program that inspires leaders
to Achieve,
the EXTRA-ordinary



Who?

Senior leaders across functions

- On the HiPo (high potential) list who need leadership & skill dev for future roles
- HiPe – High-performing leaders who need support help with particular skills & behavioral competencies in their current role.



How?

- 1:1
- Customized to fit individual needs
- Online, face to face, work-shopping sessions & more... all tailored to individual needs
- Flexi time slots that fit into individual mentee work styles & calendars



Road map

- Quarter 1 : 2x/month 60 Mnt sessions
- Quarter 2 & 3 : Once a month
- Ongoing : Twice a quarter + need based.



Results ?

- Measurable impact on
- Business & organizational goals.
 - Increased capability to deliver stretch goals.
 - Positive impact on wellness , engagement & retention.

*Key to success – Mentorship programs positioned as investments & a unique privilege/reward work great, while open enrollment mentoring programs tend to have very high failure rates