



### EXPERT SPOTLIGHT

**Carlos C.**

### EXPERIENCE

7+ years in retail & CPG management



**Conlego**

6 years

Partner & Chief Strategy Officer



**Target**

4 years

Business Partnerships & Negotiation Leader

### EDUCATION



## Executive Summary

The venture arm of a global Top 10 CPG company with over \$90B in annual revenues was seeking opportunities to bolster the company's growth by building the next generation of brands. Within a year, the venture arm had launched a platform dedicated to nurturing, scaling and accelerating disruptive brands in the food and beverages space. Most recently, the venture team had taken on an initiative to take one of the company's core brands—a gelatin dessert—and launch a new "play food set" product line in the toy category.

The client was recently brought onto the venture team as a Marketing & Sales lead. **While she was excited to reposition a product that she was familiar with from her childhood, she knew her lean team lacked the bandwidth and expertise to develop key relationships and define optimal placement in a complex retail landscape in a new category.** The client decided to leverage Catalant's Expert Marketplace to develop the go-to-market strategy within a span of two weeks.

"The client knew that she would need to find an expert to successfully launch an iconic American brand into a new category and multiple new, non-core, sales channels."

## Business Drivers

**Rapidly evolving market dynamics.** The CPG company was constantly having to re-evaluate its product and go-to-market strategies due to changing market pressures. The gelatin dessert product the original owners had trademarked over a century ago developed to become a brand with over 110 products. However, with consumer preferences shifting to foods that are considered natural or wholesome, the revenues for the gelatin products declined 20% over a recent four year period. The venture arm took up the "play food set" idea developed internally to combat the brand's decline. In addition to accelerating the product's launch in new, non-core brick and mortar

### Project overview

#### COST

\$20,000

#### DURATION

2 weeks

#### SCOPE

Develop go-to-market strategy, including definition of:

- Category story for buyers
- Key points of relevance for buyers
- Retail launch timing and support
- E-commerce / Amazon strategy

channels, the client needed to make sure the go-to-market strategy thoughtfully incorporated a strategy to win on the incumbent e-commerce platform, Amazon.

**Need for niche expertise.** The product idea for the "play food set" was maturing rapidly. The client knew that she would need to find an expert to successfully launch an iconic American brand into a new category and multiple new, non-core, sales channels. The expert would need to have deep insight into brick & mortar channels and experience managing buyers to develop the right relationships with mass retailers. Additionally, the expert would need to be familiar with dynamics on Amazon to maximize visibility and conversion, while battling competition and capturing seasonal opportunities.

**High ramp-up opportunity cost for lean team.** The client—who was already juggling multiple responsibilities in the innovation arm, including consumer insights, communication, media and new business development—recognized it would be equally challenging to ask a member of her lean venture team to ramp up on a new topic. All hands were on deck to juggle existing bets on the table; she needed to seek external help.

### Client Outcomes

**Results.** Within two weeks, the expert completed a full strategic analysis for the new product's go-to-market strategy in the toy category—a rapid turnover which left time for the team to focus on implementation of the strategy.

**Talent access.** The expert had the exact domain knowledge and expertise that would have been difficult to find and tap into, in such a short time frame and cost effectively.

**Agile configuration.** The client recognized that the expert's knowledge and experience could potentially be leveraged in future projects, and brought in on an as-needed basis.