Executive Summary

A leading multinational food and beverages company had grown rapidly for several decades. While battling neck-and-neck competition, and reacting to and shaping a rapidly evolving market landscape, the company had developed a loyal consumer base globally and consistently ranked among the top three within their industry. **Despite the client's dominant global presence, the regional unit—a $6B business with a presence in Asia, Middle East, and North Africa (AMENA)—faced continued pressure to improve their return on investment (ROI) for trade marketing and agency expense.**

The team had recently completed a complex strategic analysis in marketing spend, subsequently looking for two Project Managers that could execute a playbook to realize identified cost-savings opportunities for a 12-month period. In order to find highly experienced professionals who could work seamlessly with the core internal team in a short time-frame, the company partnered with Catalant, successfully identifying, hiring, and integrating two experts into the team within a month.

Business Drivers

Need help to drive rapid organizational transformation. The AMENA team, who was responsible for driving 10% of the client's revenue base, had recently completed a marketing spend assessment. The region lagged in terms of profitability relative to the company's other geographies and faced both internal and external pressure to optimize spend immediately. The client team who led the analysis, understood the opportunity cost of waiting to implement their plans. Even a few days lost could tangibly impact

the organization's bottom line. The team was under time pressure to ramp project managers quickly.

Niche expertise in limited geography. In their initial search for two project leaders, the client struggled to identify and attract the best talent. The client sought individuals or small teams with a robust understanding of the commercial trade marketing and agency space, in addition to strong project management skills. Further, the roles were distributed in Southeast Asia and the Middle East, adding to the complexity of the search.

Lean operation often leads to work backlogs. The sponsor of the project, the VP of Transformation and PMO, routinely spearheaded important projects with her lean transformation team. However, due to volatile work volume, an unpredictable timeline, and limited bandwidth, the lean team was battling mounting backlogs. To ensure sustained core operations and promote fast project execution, the client strongly believed in augmenting her team using an agile workforce methodology.

Client Outcomes

Efficiency. The total timeline, from discovery to onboarding, spanned less than a month for both experts. This is a small fraction of the time it

would have taken to source a full-time employee using a conventional approach, and did not necessitate the long-term commitment of a full time employee.

Talent access. The client successfully filled talent gaps in trade marketing and agency management that would have been difficult to fill independently, due to the niche expertise required and the limited geographic scope.

Results. The two experts, Peng and Farida, are halfway through their engagement and are on track to generate a projected savings of $11 million.

By the Numbers

Region annual revenues	**$6B**
Expected savings from project	**$11M**
Time to onbaord expert	**< 1 month**
Cost of two projects	**$400,000**
Project duration	**12 months**

Featured Experts

TRADE MARKETING PMO (SHANGHAI)	MARKETING & ADVERTISING PMO (DUBAI)
Peng R.	**Farida S.**
17+ years in FMCG marketing, sourcing and procurement	18+ years in marketing & advertising, in-house, agency side, and consulting
ABInBev SAB MILLER BACARDI.	arc J. WALTER THOMPSON WORLDWIDE McCANN
• Execution of trade marketing playbook • Standardization and valuation of engineer specifications for point of sale (POS) materials • Organization and cost optimization of purchase orders, supplier negotiations	• Optimization and negotiation of agency rates • Optimization of staffing mix for agency roles • Implementation of new software application