



## CASE STUDY: GLOBAL CONSUMER PRODUCTS COMPANY

### Turning around a languishing global category

**The Client:** A major category of a global consumer products company was **underperforming** against all of the KPIs that the business used. It was also **losing market share** to its competitors in Asia, Africa, Middle East and Turkey. This region represented half of the company's global business for that category and had to be turned around.

**The Work We Did:** It was necessary to create a solid Category Team led by leaders at all levels to deliver results in order to turn the business around. The senior leaders were engaged at a collective and personal level and built up into a team consisting of a group of powerful individuals working in a high performing environment, setting the benchmark for leadership across the category.

With this foundation in place, Sensei helped the team to identify and weed out the non-performers and get the new leaders up to speed quickly. Regional leaders were supported in looking outside the category and helping country and regional colleagues in deploying innovations and finding game-changing new launches. Sensei facilitated robust and authentic conversations that resulted in better relationships and focused on actions that delivered improved results. To this day, Sensei continues to work with the global and regional brand teams.

**The Outcomes:** Over a 3-year period culminating in 2007, the Category **reversed a decade-long decline in market share and started gaining share** at a rate of 80 Basis Points (bps) a year while turnover grew by double digits annually. For a multi-billion dollar business category, the **annual gain translated to hundreds of millions of Euros of additional business**. Moreover, a **previously dormant but key brand was revitalized** and successfully launched in 15 countries. Most gratifyingly, in China, the brand successfully wrested away market leadership from its key global rivals – a huge achievement.