



# KEY WEEKLY BUSINESS DECISIONS & QUESTIONS

BUSINESS PROCESSES

*Results Count ... everything else is conversation.*



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**To create a weekly "cadence" in the Consumer Business requires you to ask and have the ability to get real-time answers to the following examples of questions:**

#### **SUPPLY AND DEMAND**

1. Are we adequately meeting demand based on sales out; do we have the ability to meet forecasted demands / sales out?
2. Are we adjusting supply to meet changes by geography / country / retailer / model?
3. Are we shipping on time and meeting the retailers' expectations?
4. How many orders are required to fulfill supply?
5. What effect do ads / sales promos have on product demand? (What is ad uplift?)
6. How price sensitive is demand?
7. What models, methods and tools do key retailers use to plan and forecast their business?
8. What is the potential opportunity / forecast demand by key retail price point?
9. What is the seasonality curve of sales out by geography, channel, product and category?

#### **MARKETING / ADVERTISING PLANS**

1. Where do we rank vs. the competition on market share / shelf share / advertising share?
2. What effect do ads have on sales out volume, during and after the ad period?
3. How do our ad plans compare with the competition: frequency and size?
4. Our pricing vs. competition?
5. Is the consumer educated on our product?
6. Are ads informative enough?
7. Are soft dollars sufficient?
8. Do we have Open-To-Buy committed / allocated for upcoming key ads / events?

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## SALES OUT

1. Which retailer / geography / country / model / outlet / market produced greatest sales out?
2. Which / who are under-performing?
3. What are we doing about the under-performers?
4. Did the under-performers have adequate inventory levels?
5. Did the higher performers have ads / sales promos to drive the sales?
6. Which action is generating the greatest percentage of sales?
7. Are there any apparent patterns that may be driving high / low performers?
8. How does actual sales out track vs. plan?

## INVENTORY TURNS / WEEKS OF SUPPLY

1. Where can we reallocate inventory to maximize opportunities?
2. Are there any big problems / too much supply?
3. Can we increase turns through more aggressive sales promos / ads?
4. What's the optimum weeks of supply metric?
5. If we're not there, how can we achieve it?
6. What are the optimum turns / weeks of supply benchmarks for different channels and different product categories?
7. What is the outlet productivity of each account? How does outlet velocity impact inventory, turns, and risks?

## LIFE CYCLE MANAGEMENT

1. Weeks of supply vs. end of life for product ... how do they compare?
2. Pricing actions necessary to phase out?
3. Are shipments tracking on plan?
4. How do shipments compare to sales out?
5. Are orders in line with sales out?
6. Do we need to change ship commitments to adjust supply in order to maximize product transition?
7. How long are our product life cycles ... how does that compare to key competition?
8. What is the impact of product life cycles on floor demos, and problems with product transitions?



## ACCOUNT PROFITABILITY

1. How do the key accounts rank with respect to:
  - Returns: dollars and percent?
  - Sales out: dollars and percent?
  - Average sales out per outlet: dollars and units?
  - Gross margin dollars and percent?
  - Soft dollar investments? Effect on sales out?
  - Pricing actions taken? Effect on sales out?
  - GMROI?
  - Turns to earn (Rule of 100)?
2. What are the forward looking “leading indicators” of profitability that give me the “levers to pull” ... now, in order to reduce risks, maximize gain?