CIS Case Studies:  
Profitability Analysis – Global Competitor, Food & Beverage

Benefit to Client:  
Better understanding of a key competitor’s global profitability in terms of profit pools and underperforming countries. Understanding of distribution and supply chain structure and costs in a major market.

Client Need:  
Our client was looking to gain a thorough understanding of its #1 competitor’s profitability for a specific product category globally.

Approach:  
CIS conducted an in-depth analysis of the competitor’s:

- Global P&L for a specific product category
- Key country P&L
- Profit pools and underperforming countries and regions
- Pricing & margins
- Supply chain structure and costs

Methodology: Secondary intelligence gathering, telephone-based primary intelligence gathering, profitability analysis

Solution:  
Utilizing the intelligence gathered, CIS was able to provide a robust assessment of the competitor in terms of:

- P&L for key countries for a specific product
- Regional profit pools
- Regional and local pricing strategy
- Local market share
- Key locations for manufacture and distribution of the product
- Competitor future strategy

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