

BENORI



CASE STUDY

Benchmarking Distribution Channels for FMCG Products





Client

A Global Beverage Major



Industry

Consumer & Retail



Solution

Competitive Intelligence



Region

APAC





OBJECTIVE AND SCOPE

The client, a global beverage major, wanted to understand the functioning of CSD (Canteen Stores Departments) value chain and benchmark the best practices against GT (General Trade) and MT (Modern Trade) for FMCG products. For this they wanted Benori's support to:

- Identify key product categories and brands operating in CSD
- Benchmark CSD with GT/MT for margins, discounts and promotional schemes
- Determine other best practices and cost elements impacting product prices





APPROACH

Benori identified key product categories, brands and their SKUs sold at CSD outlets followed by deconstructing its value chain. Further, distribution channels of the identified brands were mapped to GT and MT. Key data points captured included SKU salience margins, schemes, discounts across the value chain, role of seasonality and impact on profitability. The data was captured using secondary research followed by primary research with multiple stakeholders across the value chains.



METHODOLOGY



**Secondary
Research**



**Primary
Research**



**Data
Modelling**





Impact

Our research helped the client in analyzing all the 3 channels and understanding the following:

- Discounts given to the end customers in CSD channel for all the categories
- How the net realization on MRPs is helping companies gain profits despite having discounts and offers
- Comparison of margins and offers on specific categories available across CSDs with those of GT and MT



Sample Output

Benchmarking and Analysing Sales Channels

CSD – Lowest realization owing to highest discount across the channels

Categories	Net Revenue Realization across Categories											
	Beverages			Food			Home Care			Personal Care		
Channel	GT	MT	CSD	GT	MT	CSD	GT	MT	CSD	GT	MT	CSD
Net Revenue (as a % of MRP)	xx%	xx%	xx%	xx%	xx%	xx%	xx%	xx%	xx%	xx%	xx%	xx%

Category Aggregated Discounts in CSD (%)				
Beverages	Food	Home Care	Personal Care	Liquor
xx%	xx%	xx%	xx%	xx%

18% GST is considered across categories
Source: Primary research, Benori Analysis

Aggregated Discount Overview for CSD

Aggregated Discount Overview – CSD

Generally, higher the salience lower the discounts offered

Company Aggregated Discounts in CSD (%)						
Company	Company Description	Beverages	Food	Home Care	Personal Care	Liquor
1	Company 1	xx%	xx%	-	-	-
2	Company 2	xx%	xx%	-	-	-
3	Company 3	xx%	xx%	-	-	-
4	Company 4	-	xx%	-	-	-
5	Company 5	xx%	xx%	-	xx%	-
6	Company 6	xx%	-	xx%	xx%	-
7	Company 7	xx%	xx%	xx%	xx%	-
8	Company 8	-	xx%	-	-	-
9	Company 9	-	-	xx%	xx%	-
10	Company 10	-	-	-	xx%	-
11	Company 11	-	-	xx%	xx%	-
12	Company 12	-	-	-	-	xx%
13	Company 13	-	-	-	-	xx%
14	Company 14	-	-	-	-	xx%

Source: Primary research, Benori Analysis

About us:

Benori is a trusted partner for knowledge solutions across the globe, serving clients from a wide range of industries including Professional Services, Financial Services, Consumer & Retail, Technology & Internet, Industrials & Manufacturing, and more. Our customized solutions strengthen the insights value chain of our clients, empowering them with key insights needed to drive intelligent decision-making and accelerate growth.

Headquartered in India, Benori is uniquely positioned to deliver multilingual research needs of global clients, powered by its digital agility, deep research capabilities and a highly experienced leadership team. Adopting a 360-degree approach, our team employs a combination of diverse methodologies including primary research, secondary research and data modeling, and offers detailed foresight on market trends, competitive shifts, regulatory changes and technological advancements.

Powering Growth Through Knowledge

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