

Business Problem to Solve

Background

A mid-sized FMCG (Fast-Moving Consumer Goods) organization operates across multiple regions in India, selling a wide portfolio of consumer products from brands such as Amul, Parle, HUL, and Reckitt. The company serves diverse customer channels including Retailers, Distributors, and Modern Trade, supported by region-wise sales teams.

Despite achieving stable or growing sales volumes, leadership has observed continuous pressure on profit margins. Existing reporting processes are fragmented, largely manual, and primarily focused on revenue rather than profitability, making it difficult for decision-makers to identify the true drivers of business performance.

Core Business Challenge

The leadership team currently lacks a centralized Management Information System (MIS) that provides a consolidated and transparent view of performance across products, regions, customers, and sales teams.

As a result, leadership is unable to clearly determine:

- Which products and brands are driving healthy, sustainable growth versus those contributing to margin erosion
- Which regions are heavily dependent on discounts, leading to reduced profitability
- Which customer segments and sales channels are profitable versus high-risk
- Whether sales targets are being achieved through efficient selling or excessive discounting

This lack of visibility results in delayed decision-making, inefficient discount strategies, and unmanaged profit leakage.

Business Need

The organization requires a data-driven Enterprise MIS and Analytics solution that can:

- Identify high-performing vs underperforming products and brands
- Highlight regions where discounts are eroding profitability
- Evaluate customer segments and channels based on revenue and margin contribution
- Assess salesperson performance relative to revenue, profit, and assigned targets

Objective

The primary objective is to enable leadership to take informed, corrective actions in pricing and discount strategies, regional sales focus, customer and channel prioritization, and sales performance management.

Ultimately, the goal is to improve overall profitability, shift from revenue-only reporting to margin-driven decision-making, and establish a centralized, reliable MIS system for continuous business monitoring.