

# Case Study

## Competitor Analysis & Benchmarking - FMCG

### Context

A current client of Norman Broadbent asked for our help in early 2020. The business is an international FMCG company, listed on the FTSE 250 – as part of a wider transformation, they are keen to strengthen their digital capability and asked for our support in helping them to understand both “what good looks like” in this function as well as what competitors and other peers are doing here. This data will help to support the creation of, and hiring into, their new marketing, digital and technology functions.



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### What we did

Whilst the business is well-established, the CHRO was conscious that the market is changing and digital capability ever more critical, encompassing not only digital marketing but also third-party partnerships and channels to market as well as direct to consumer options. To help bolster our client’s knowledge and talent in each of these areas, we built a program together with the business to encompass:

- marketing mapping through research & insight gathering – helping the business to understand the broad range of talent options and activity in relevant businesses across multiple sectors
- interim – finding experienced leaders with immediate availability to coach existing marketing and technology leaders and set up the early stages of a digital function
- executive search – to source, engage and hire the right permanent leaders to drive sustainable digital transformation and results

### Outcome

Discussions and interviews are ongoing; the COVID-19 crisis has made our work all the more important with the increasing emphasis on generating revenue through digital channels as well as via traditional retail routes. To date, our benchmark candidates and data have been praised by multiple client stakeholders as “tremendously helpful” as they continue to reshape their business to support the rapidly evolving market situation.