

PMSI has worked on a wide range of data dimensions to deliver a comprehensive business solution to management ...

Market Data

Transactions Data

Financial Data

Market Intelligence

- Market
- Channel
- Customer
- Product
- Competitor

NPD & Innovation

- Pick up rates of product
- Early “failure” warnings
- KPI development
- Innovation pipeline
- Product lifecycle

Customer Needs

- Service – delivery
- Linkage between complaints and service issues
- Value of loyalty vs cost of recruitment

Segmentation

- Relevant customer & product segmentation
- Reps. focus
- Lapsing customers
- Customers with different needs....

Customer & Product

- Customer & product profitability (fully allocated)
- Trends and Gap analysis in mix
- Price, value, volume, margin trend tracking
- Product range & portfolio issues

Internal Processes

- Sales & Profit Centre monitoring
- Order prioritising
- Cost management
- Stock / warehousing
- Best practise / process performance

Regional & Channel

- Regional & channel trends and gaps
- Product gaps on regional level
- Pricing differences
- Performance gaps

Product Range

- Portfolio
- Which products are “needed”
- Unprofitable products/groups
- Product lifecycle

KPI/Dashboard

- KPI development, commercial drivers
- Trends tracking
- Resource allocation & prioritisation
- Notification reporting
- Learning’s feedback to management

Tail Rationalisation

- Minimum order size
- Customer impact
- Portfolio impact
- Price maximisation

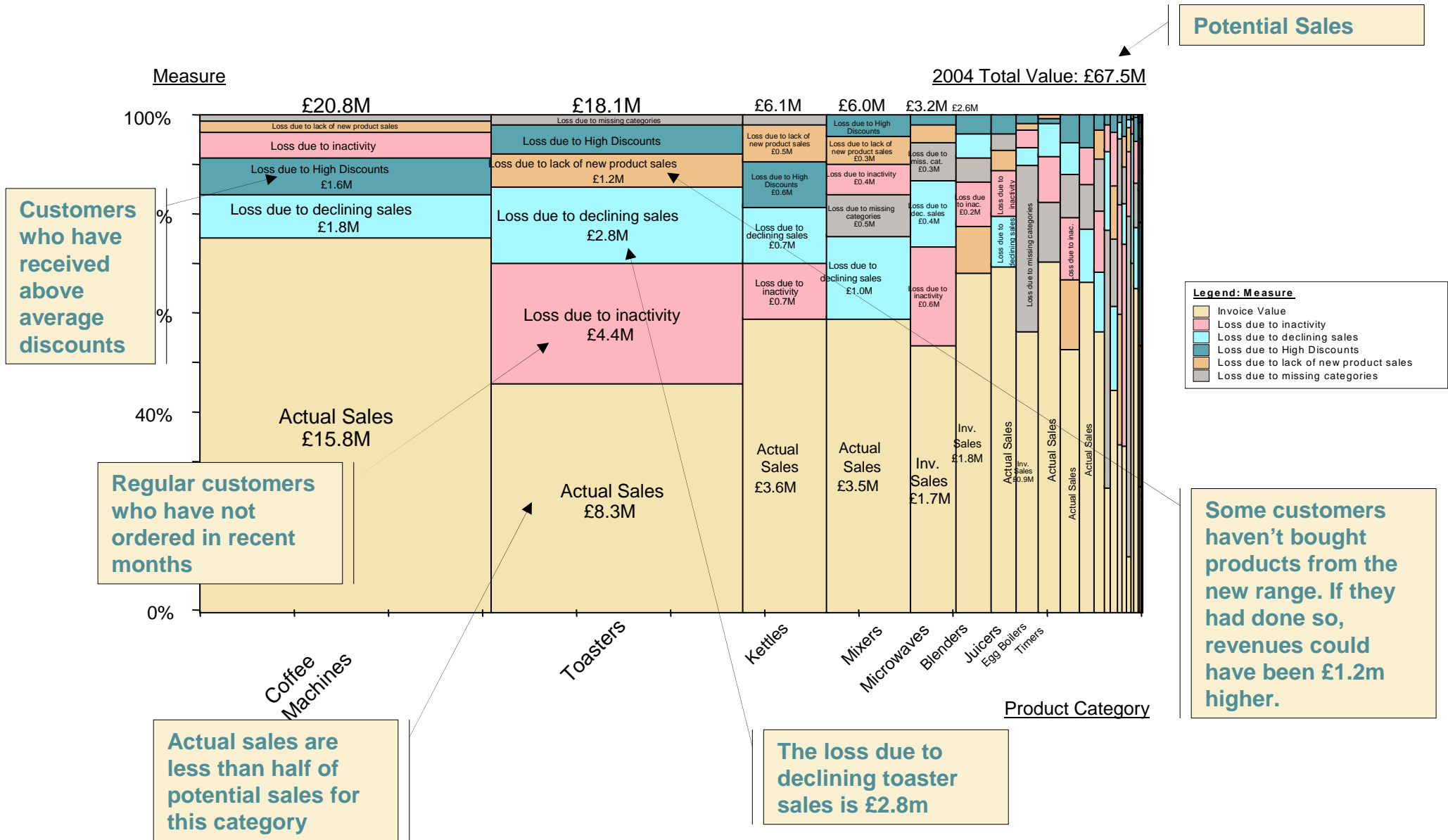
Resource Prioritisation

- Customer
- Channel
- Product
- Region

Pricing Issues

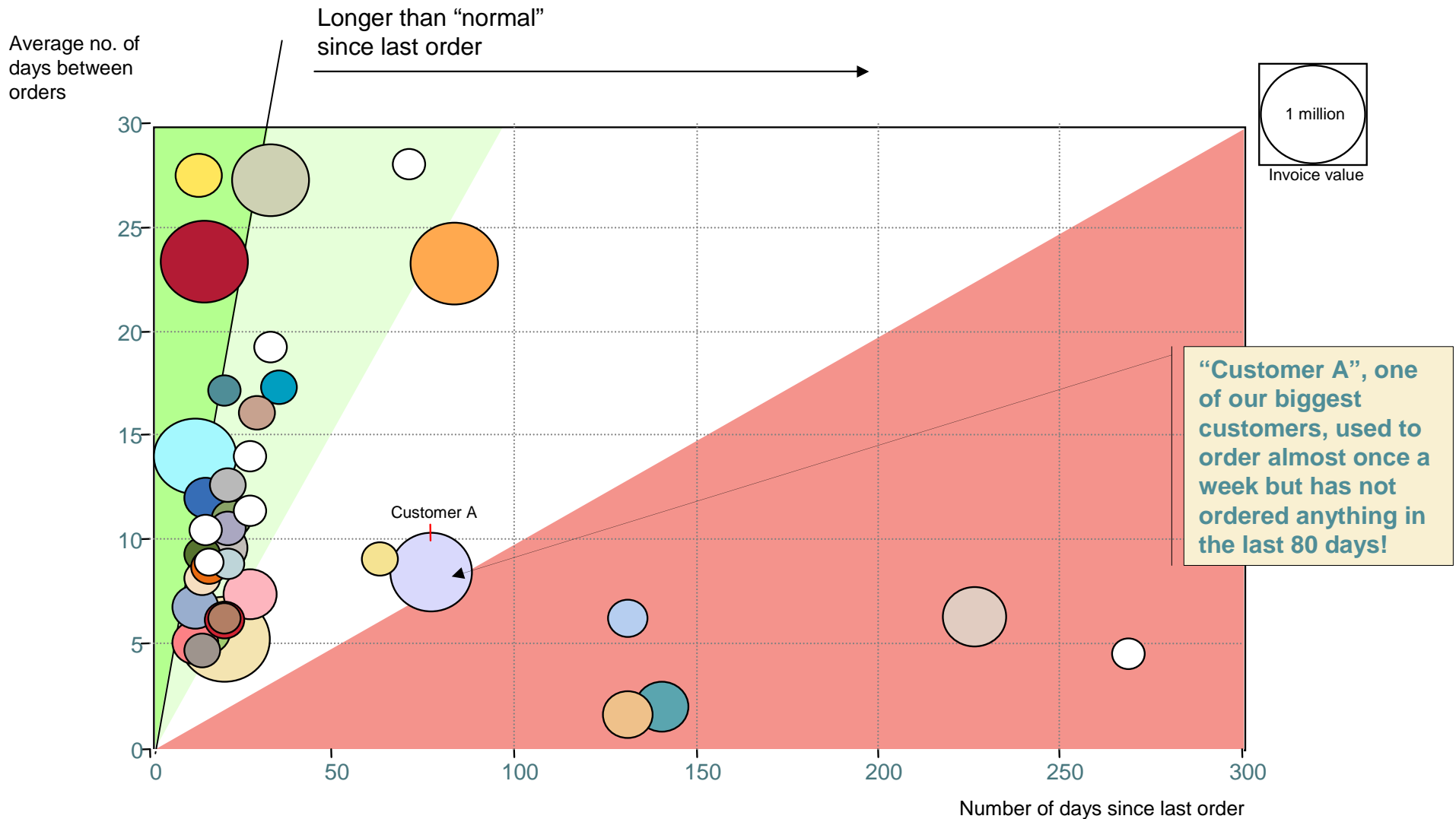
- Which products are price elastic?
- Relationships between key variables
- Strategic & tactical pricing

Where are the performance gaps we need to focus on?



Which customers are we in danger of losing?

Top 40 customers based on Invoice Value (Bought at least 10 times over past 3 years)

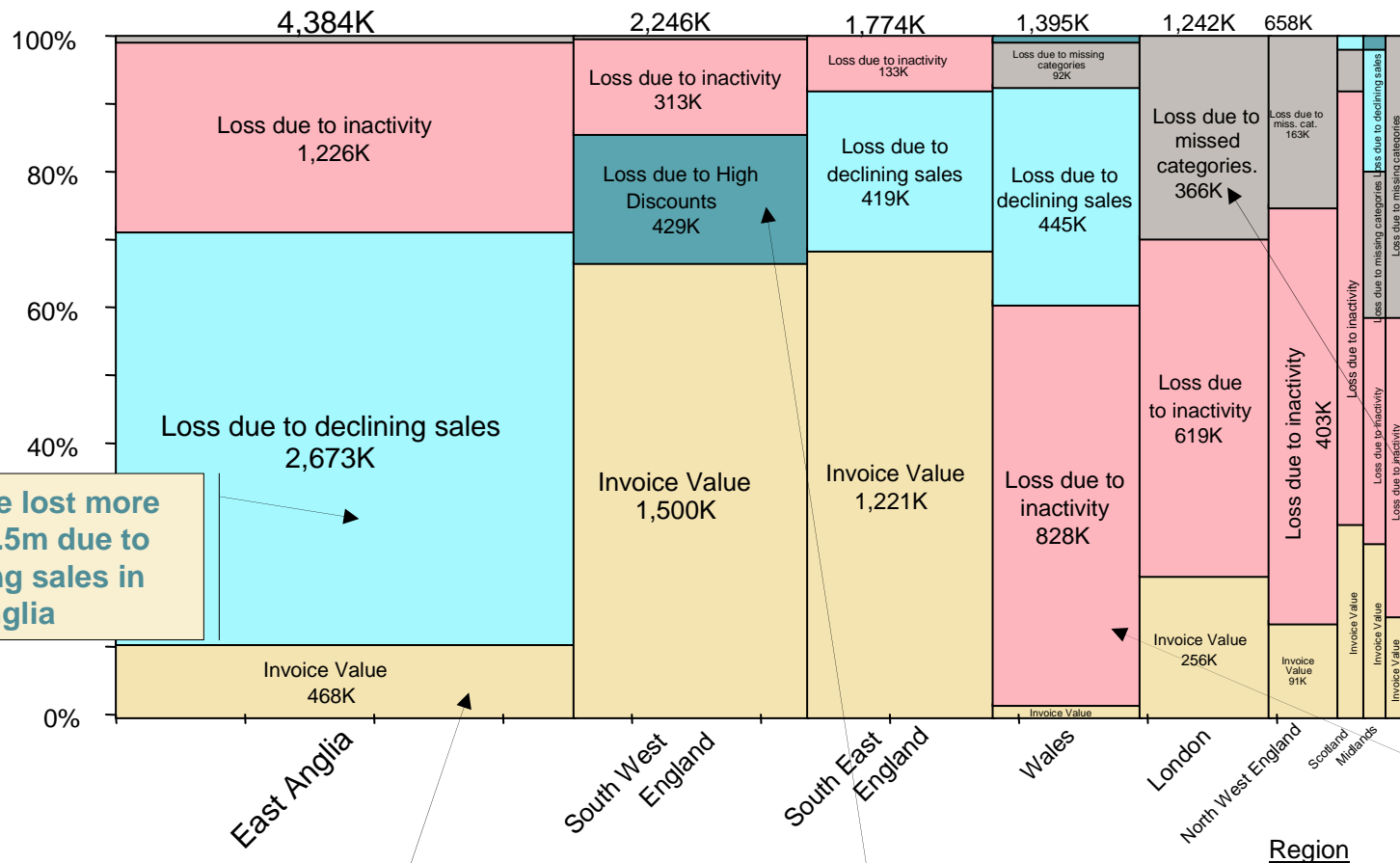


In which region are we missing a sales?

Actual and Missed Value by Region

2004 Total Value: 12,357K

Potential Sales



We have lost more than £2.5m due to declining sales in East Anglia

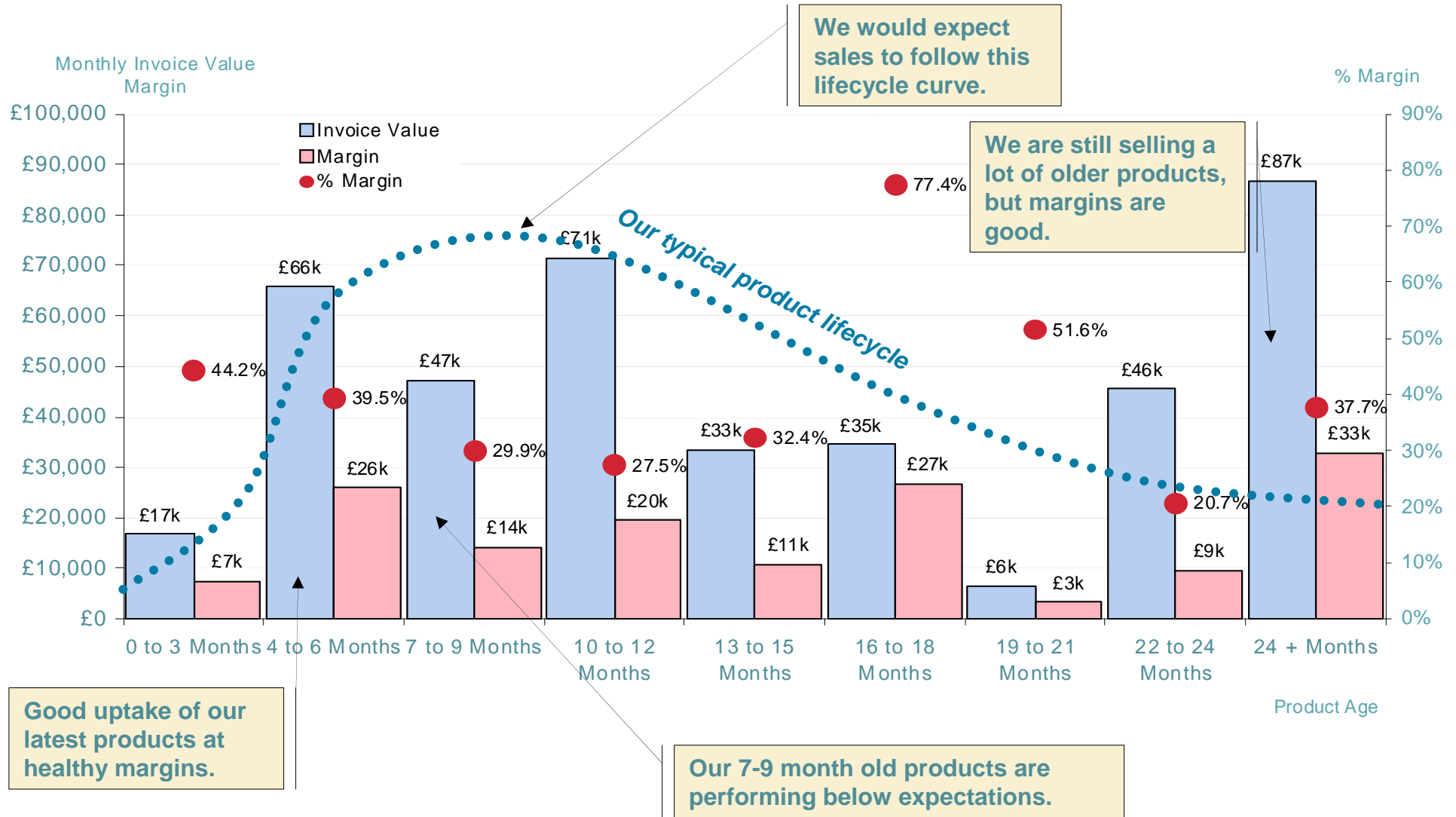
Many of our customers in London are not buying our whole range.

Actual sales are tiny compared to our potential in East Anglia

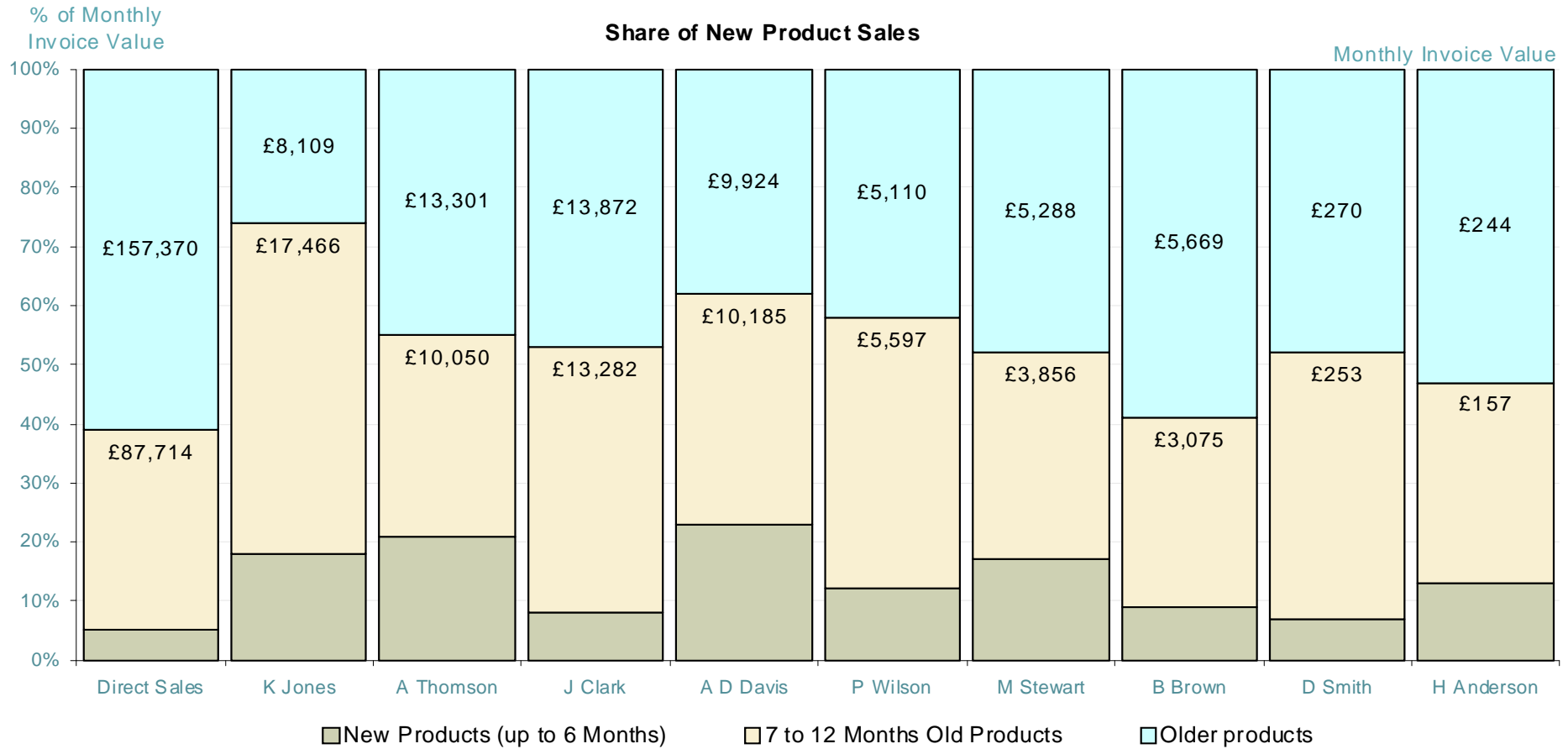
The loss due to high discounts in the South West is £429,000.

Why have our customers in Wales not placed any orders?

Are our products performing well throughout their lifecycle?



Which sales reps are the best at selling our new products?

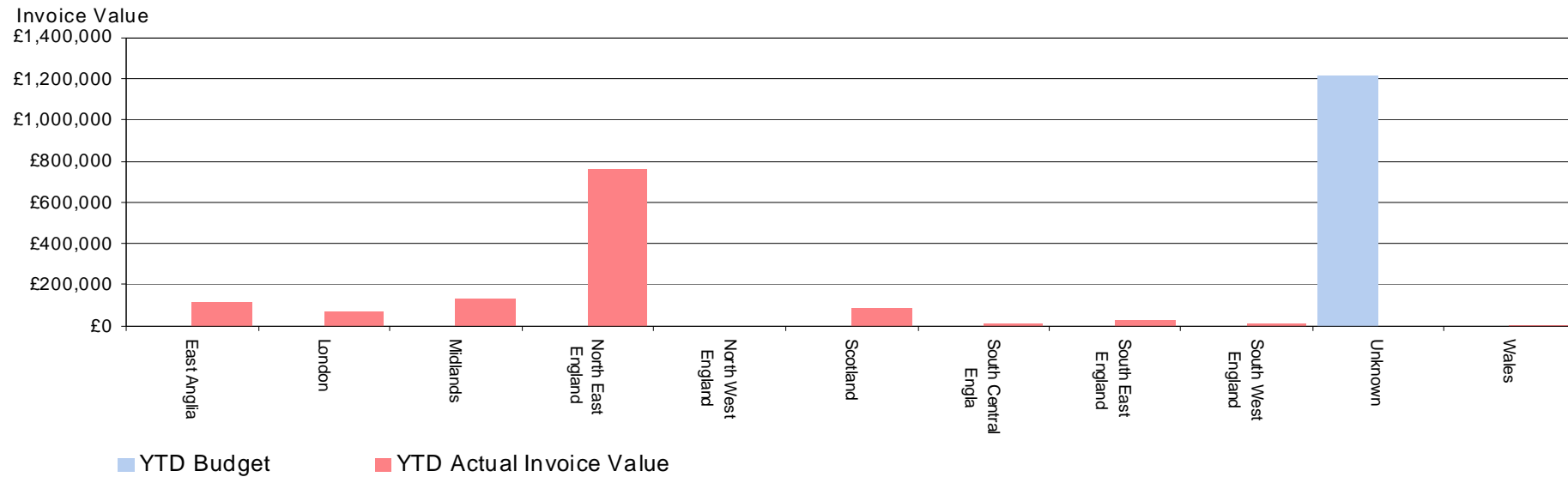
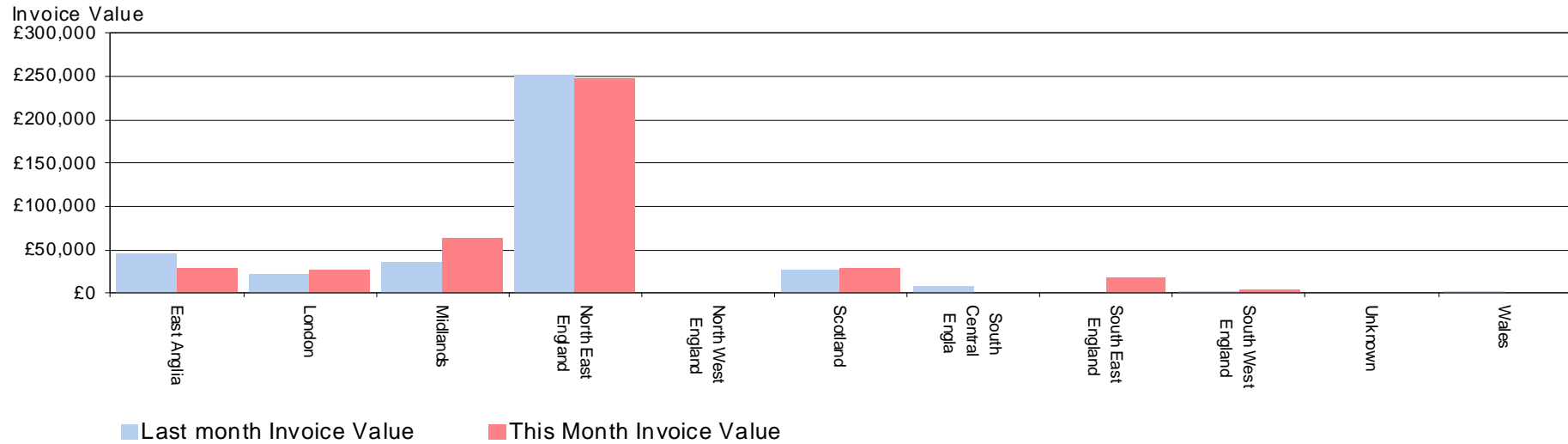


Complaints Overview

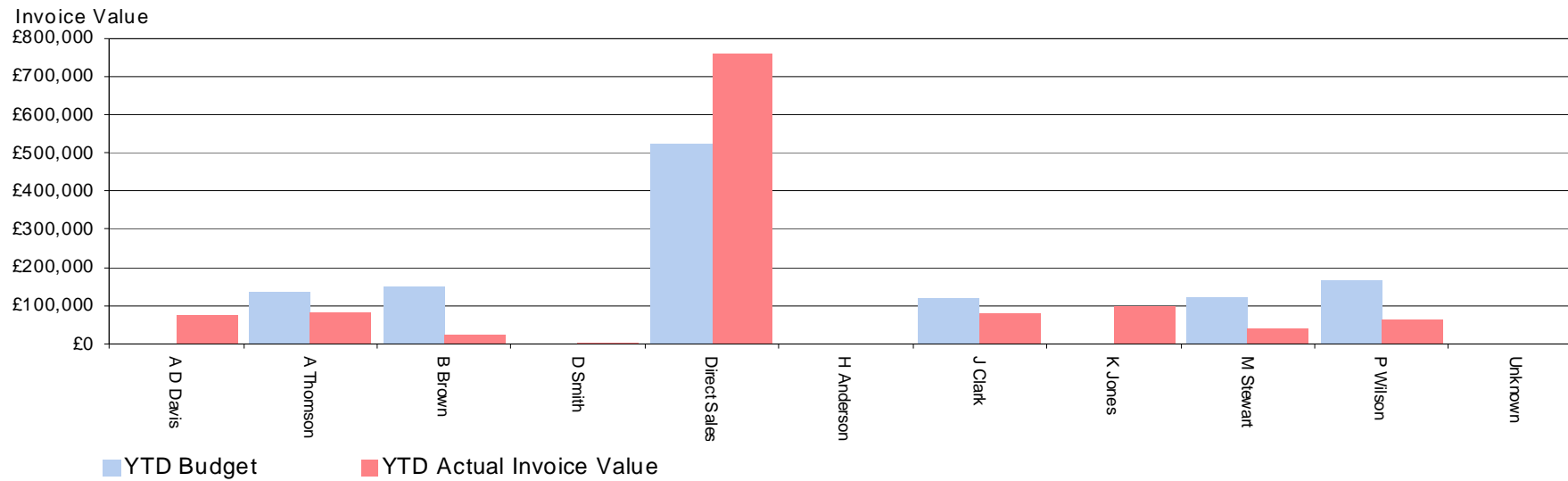
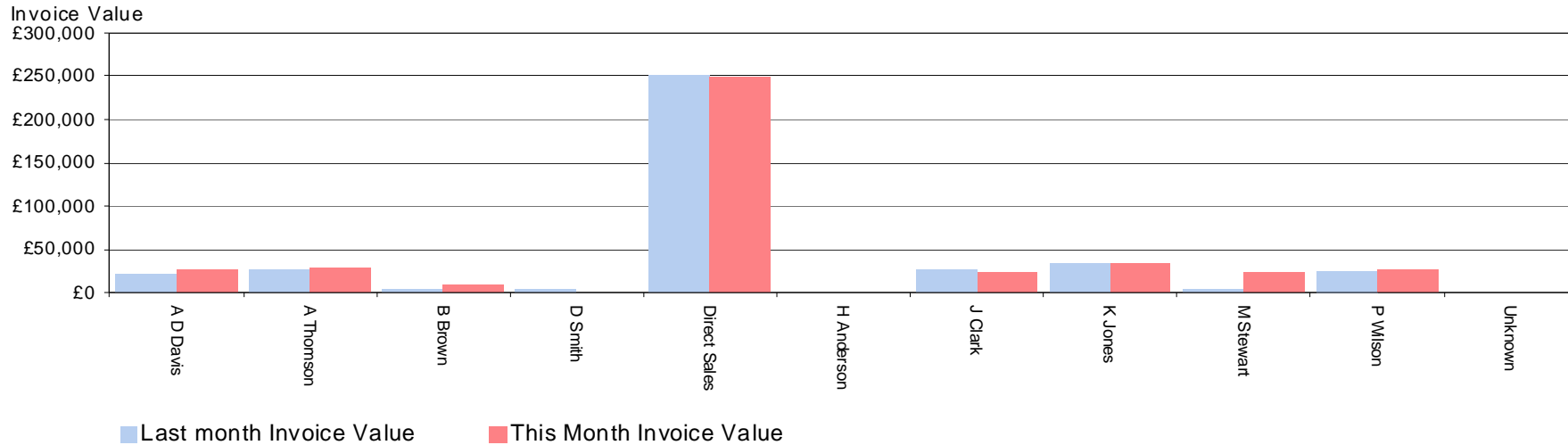
	Orders		Complaints		% of orders with Complaints	
	Last Month	This Month	Last Month	This Month	Last Month	This Month
National	640	560	22	14	3.4%	2.5%
Independent	320	360	28	17	8.8%	4.7%
Online	140	170	8	26	5.7%	15.3%
Export	160	140	13	2	8.1%	1.4%
Specialists	210	140	27	34	12.9%	24.3%
National - Electrics	100	100	9	5	9.0%	5.0%
Distributors	40	60	0	5	0%	8.3%
Total	161	153	107	103	6.6%	6.7%

Top 4 Complaint Reasons	Returns		Shortages		Damaged Goods		Discount Issues	
	Last Month	This Month	Last Month	This Month	Last Month	This Month	Last Month	This Month
National	16	7	0	5	4	0	2	2
Independent	2	1	7	1	16	12	3	2
Online	0	21	3	0	0	0	4	5
Export	1	0	4	1	8	1	0	0
Specialists	8	7	9	23	1	0	9	4
National - Electrics	1	1	3	2	5	0	0	2
Distributors	0	0	0	0	0	4	0	1
Total	28	37	26	32	34	17	18	16

Monthly and YTD Invoice Value Development by Region

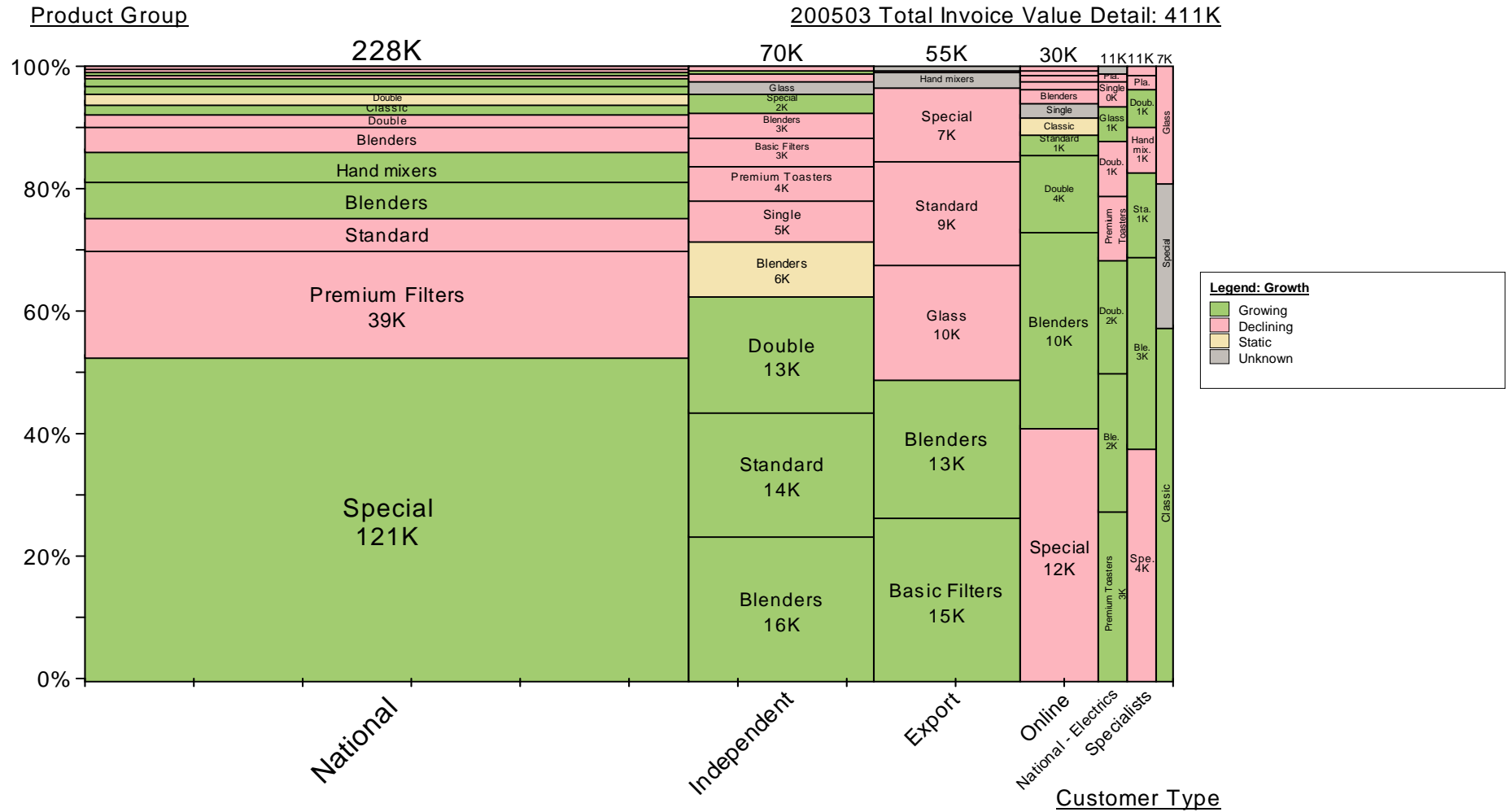


Monthly and YTD Invoice Value Development by Sales Rep

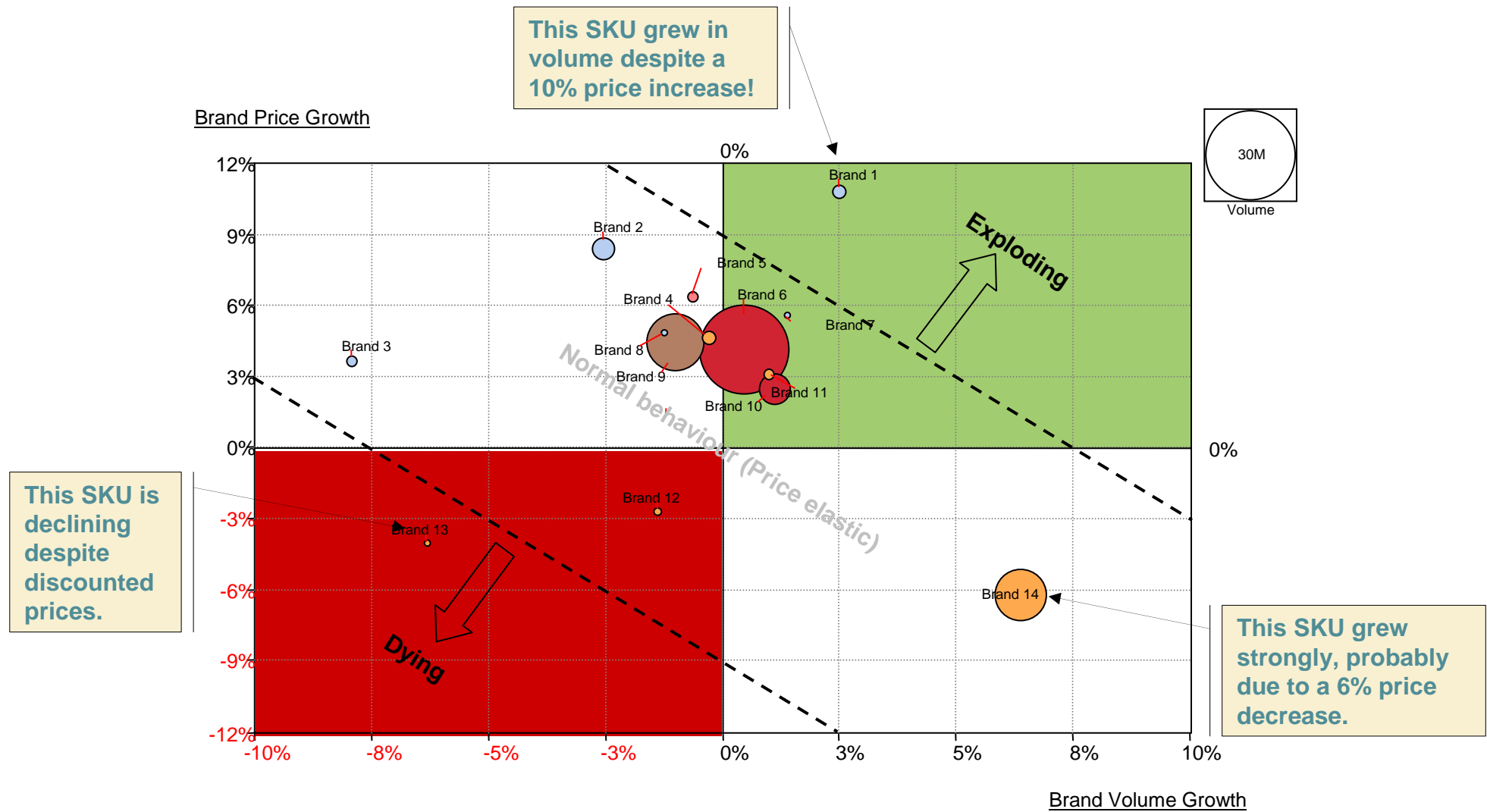


Portfolio Overview by Customer Type

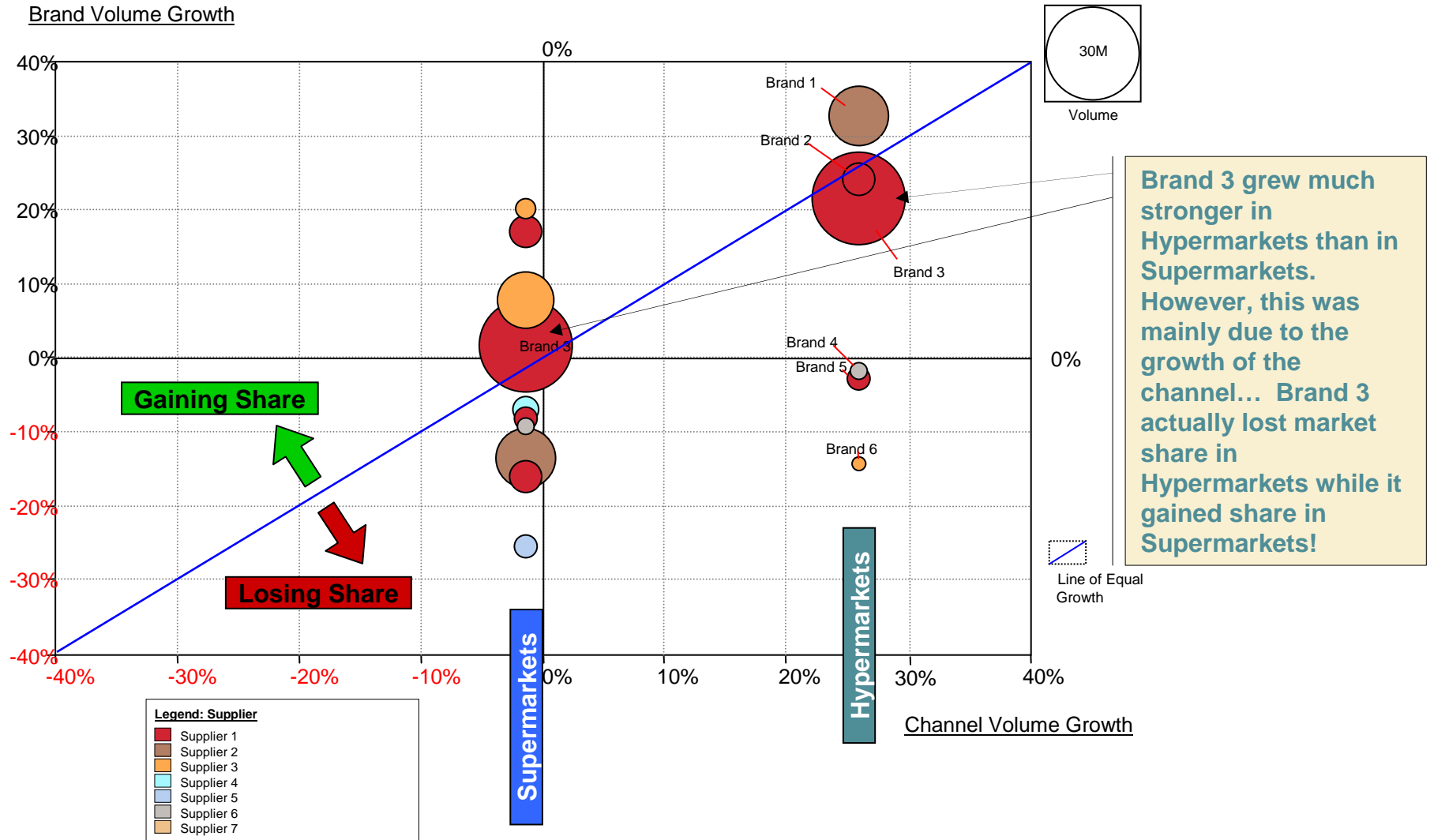
Half of our portfolio is growing



Brand elasticity: Relating price & volume to determine risks

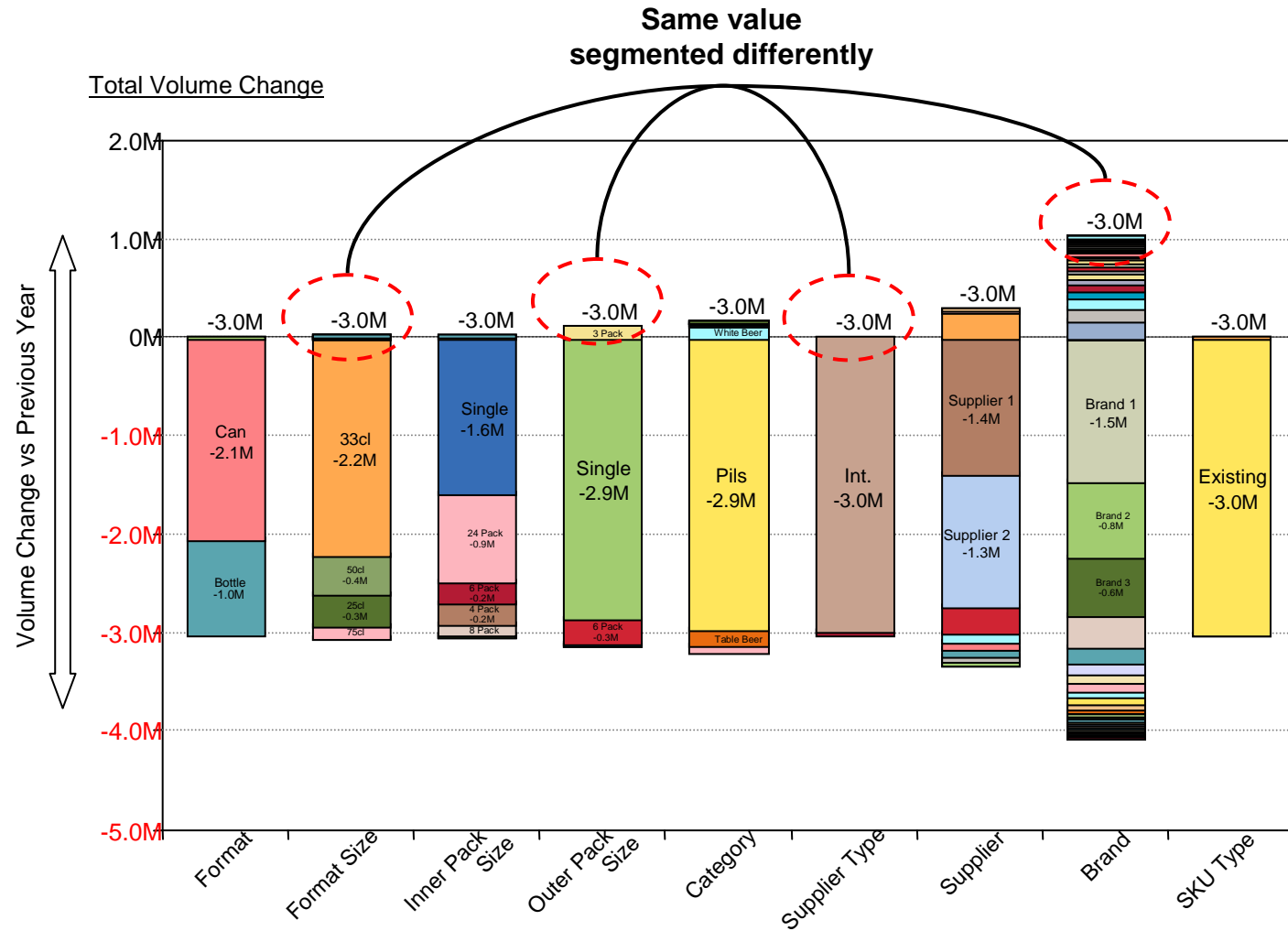


Share development per channel: Brand volume growth vs channel growth



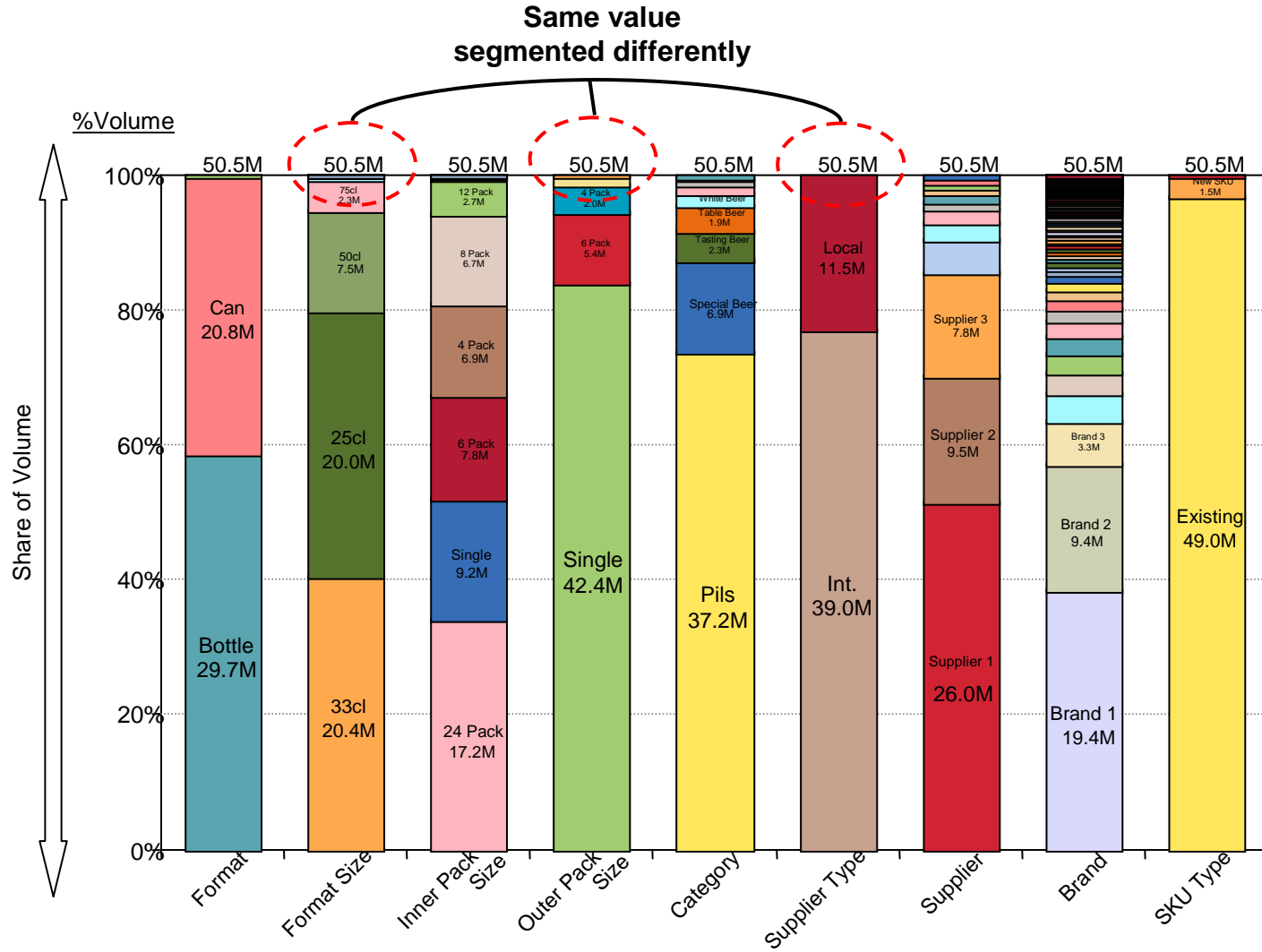
“Change DNA” for Supermarkets: Segmenting changes in Volume to reveal key drivers

“Change DNA” charts allow differences in volume to be segmented in order to allow insight into key drivers over time.



DNA Analysis: Supermarket volumes split by different segmentations

“DNA charts” allow total volumes to be easily segmented and understood.



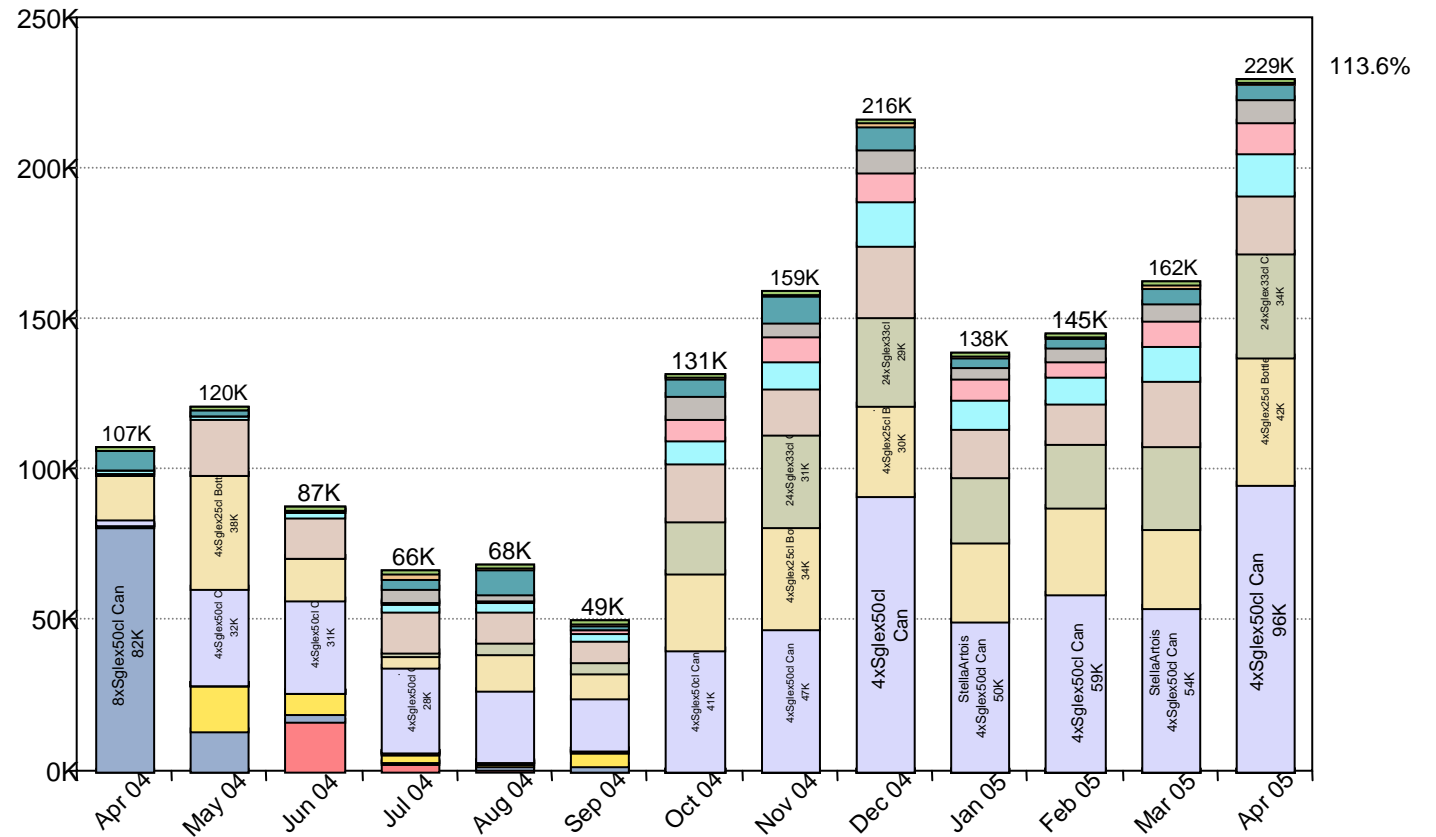
Analysing New SKUs: Contribution to total volume from new SKUs

•How have new SKUs influenced volumes?
Are packaging and size innovation becoming more important in the marketplace?

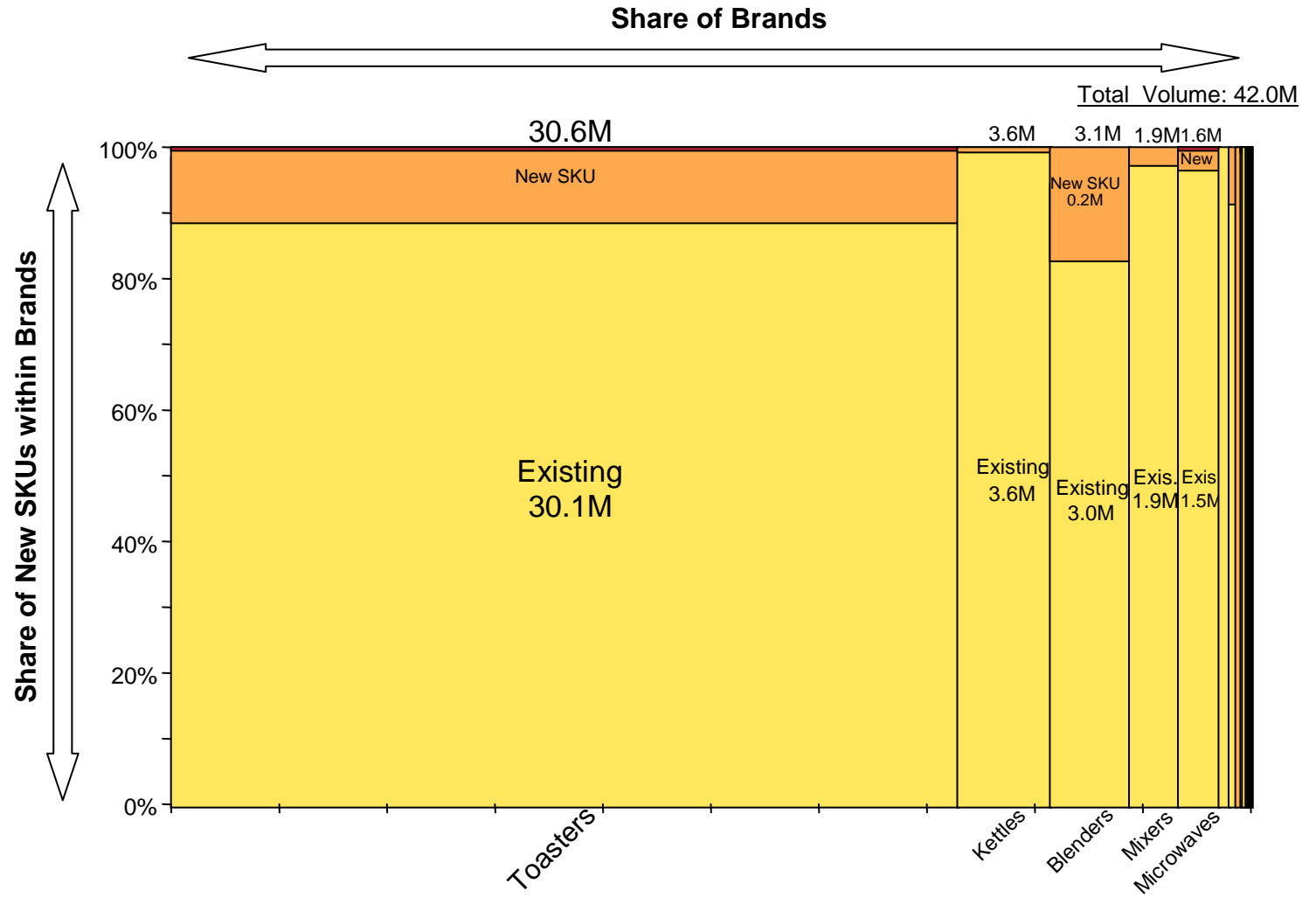
•This type of chart can show new SKUs for overall categories or single brands

Volume by SKU

CAGR: Apr 04 -Apr 05



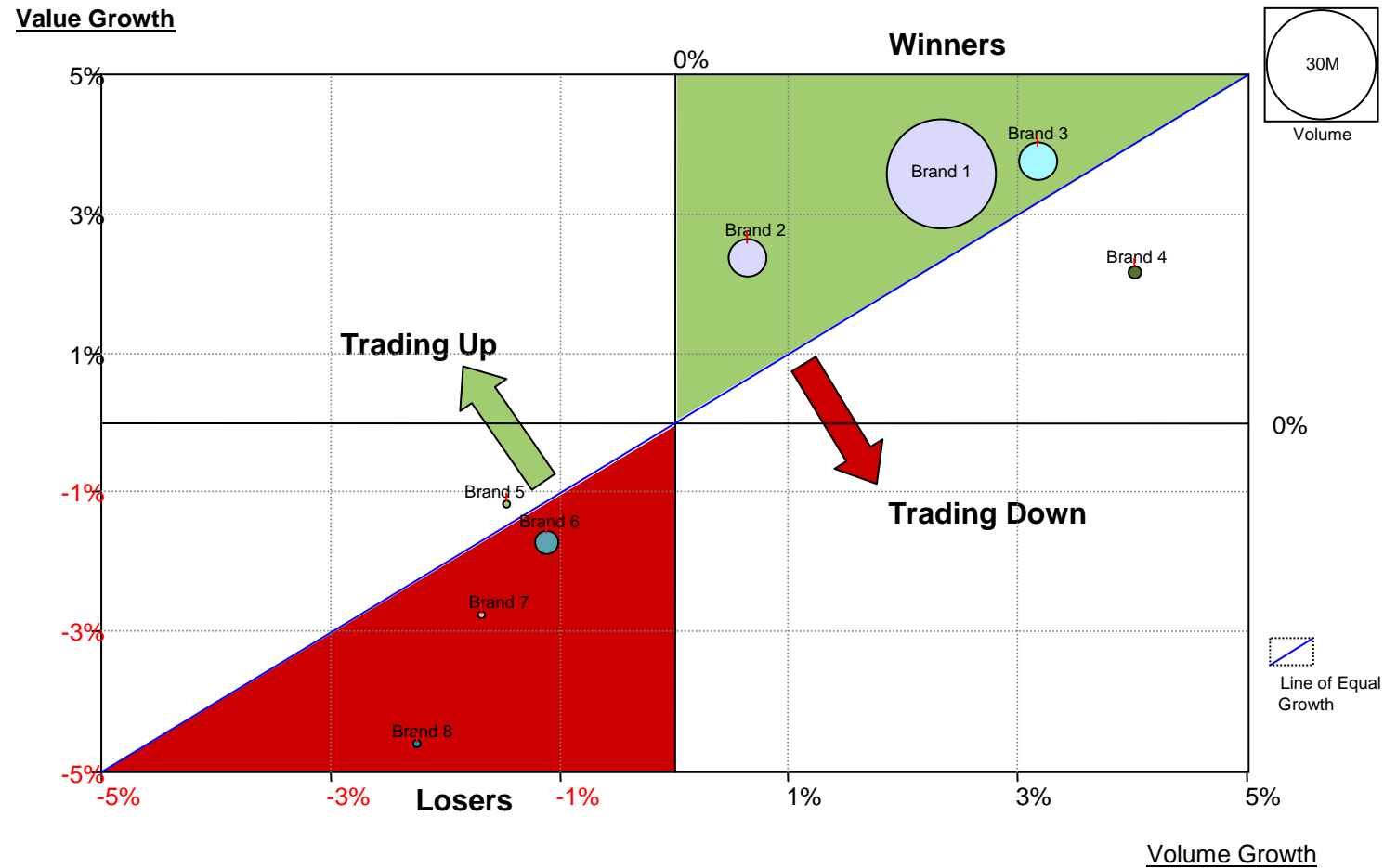
Innovation: How important are innovations within our portfolio?



A company's share of innovations within a category can demonstrate a dependency on new SKUs

Value vs. Volume Growth: Brand trading performance illustrated

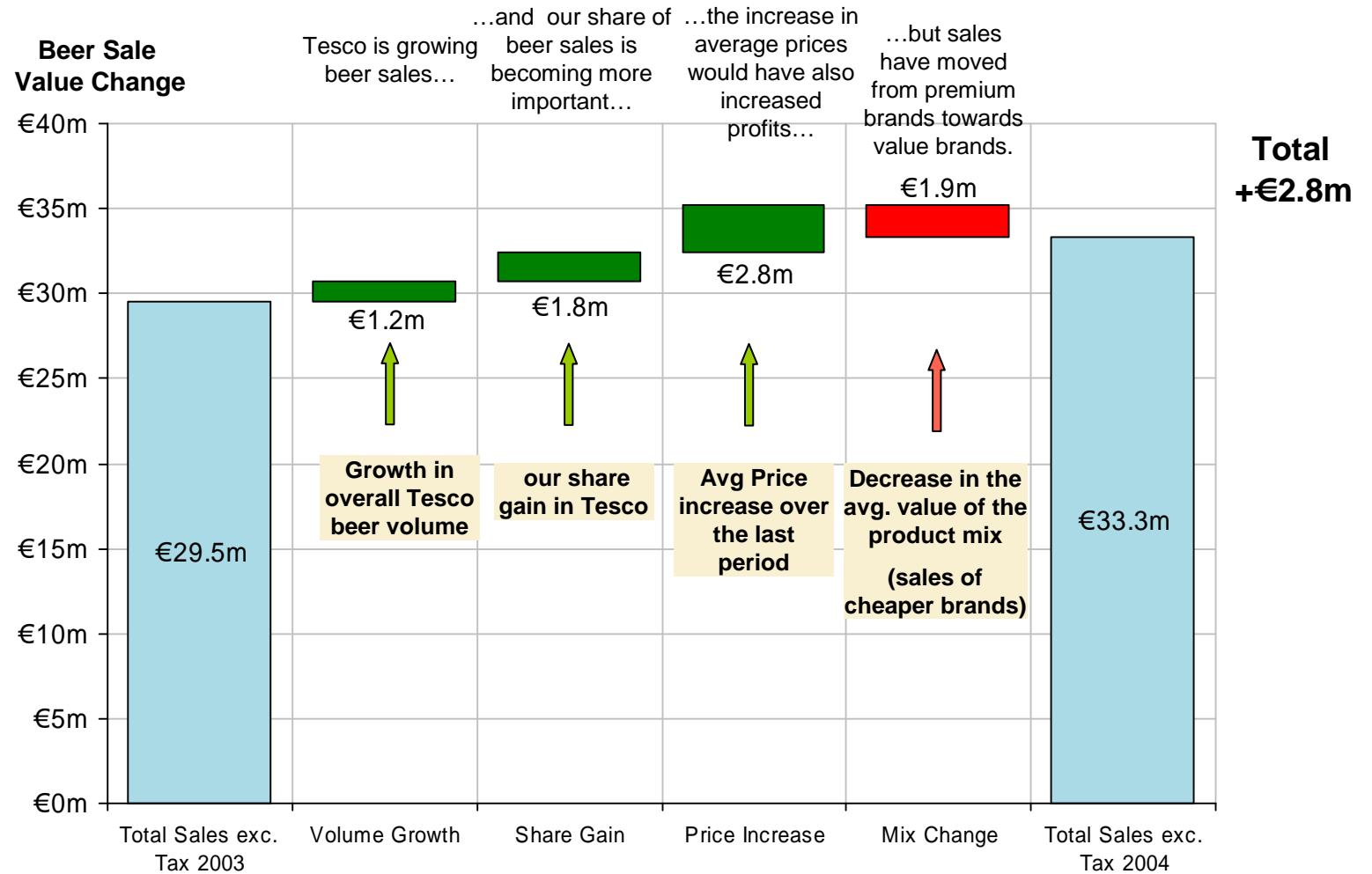
This graph illustrates the trading of single brands over time. The winners have been able to increase their overall sales value above mere volume growth and are therefore trading up.



Value of sales change: What is driving it?

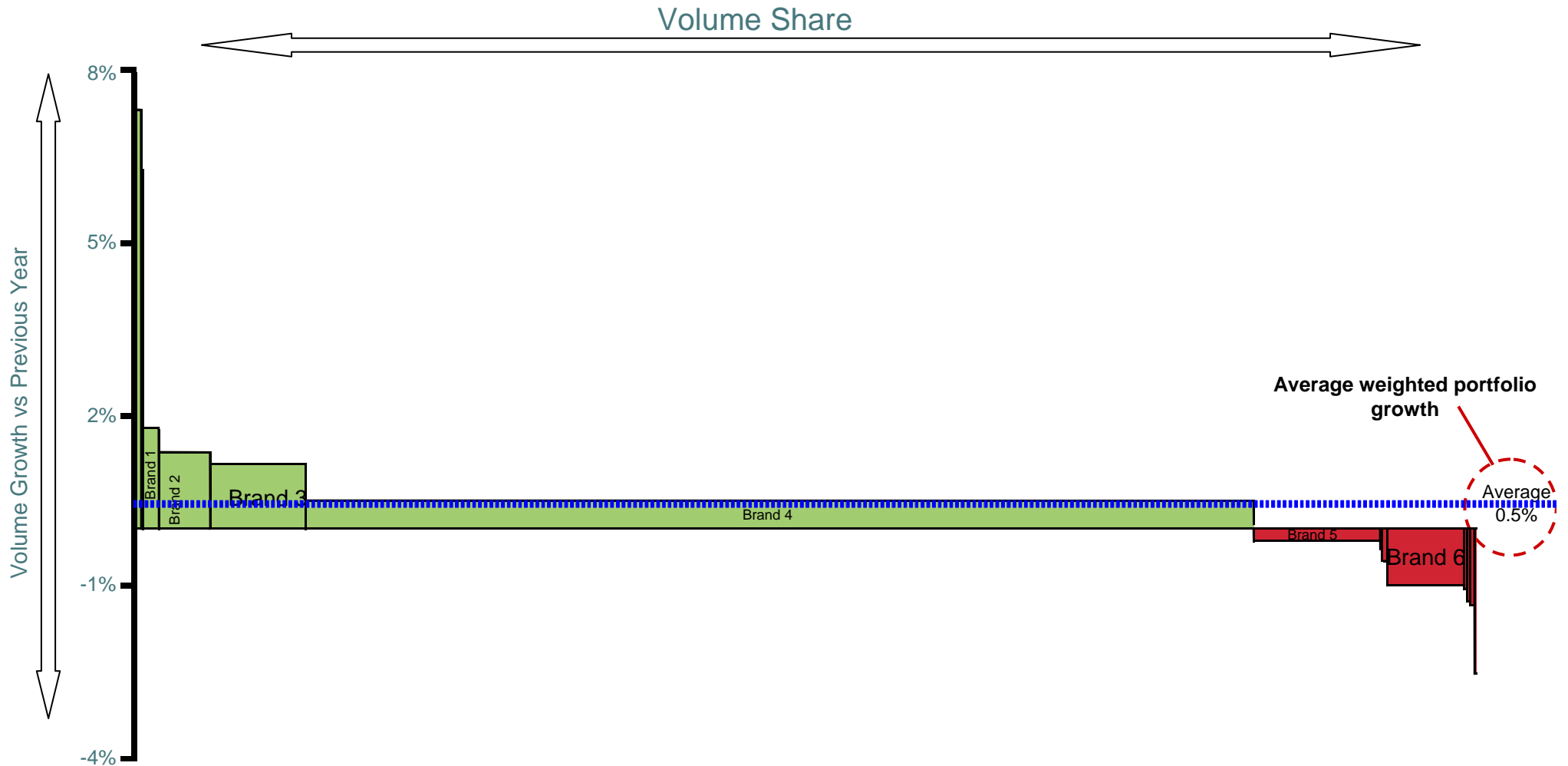
•Waterfall charts allow the drivers of changes in sales value to be analysed, including product mix, pricing and volume changes

•Combining these measures provides quantifiable insight into the sources and consequences of change



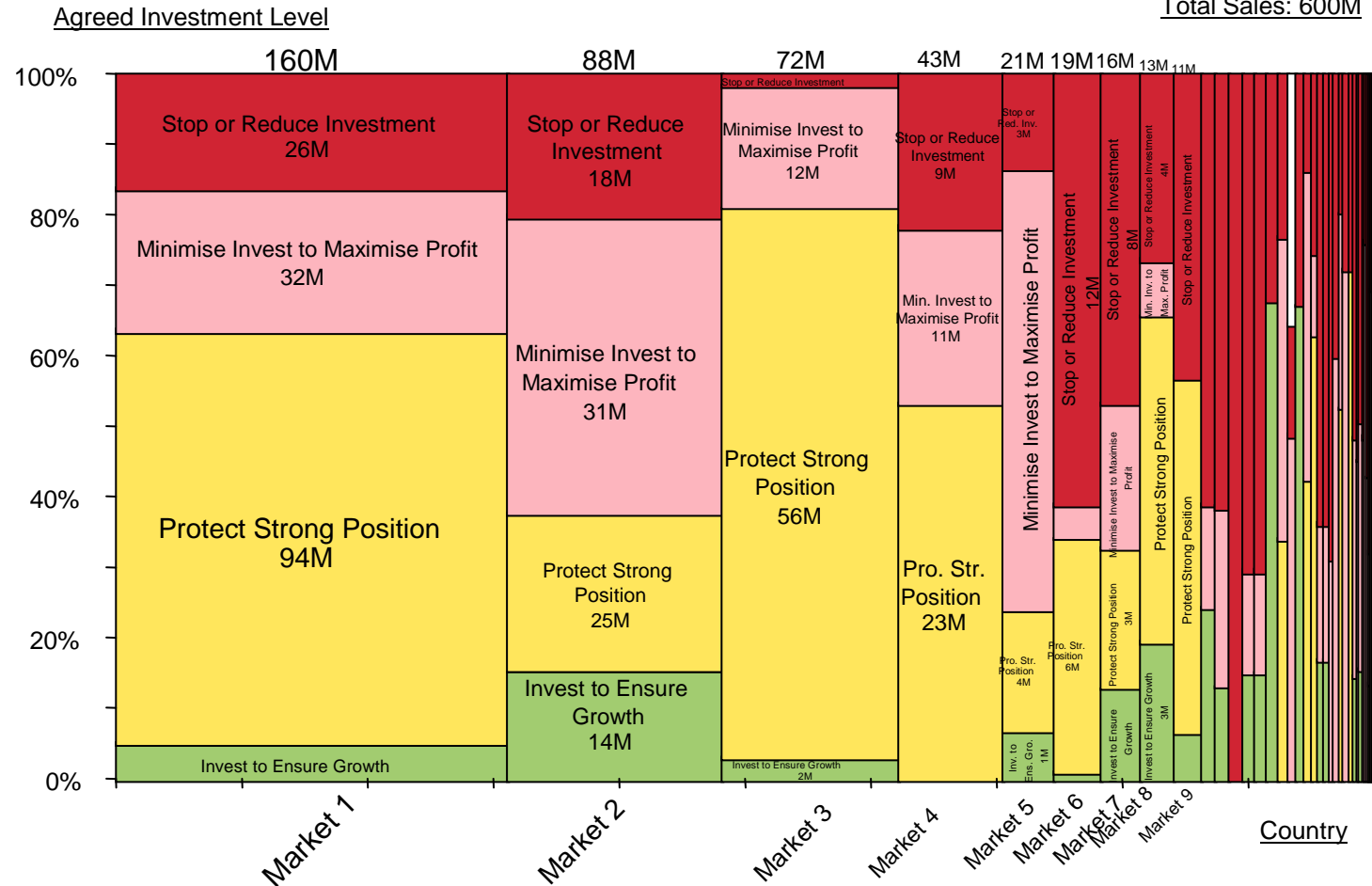
Volume growth and market share for brands

- Manhattan charts are an effective way to show both share and growth on one chart
- Colours can be used to indicate categories or single SKU's

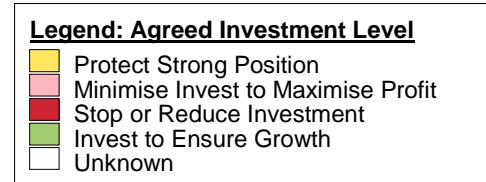


Using a set of rules for performance & opportunity assessment, a business portfolio can be classified in terms of investment strategies

Total Sales: 600M



•Each product / service within a market can be categorised in order to segment a portfolio according to different investment strategies



Short term vs. long term brand volume, growth & market share

- This analysis can be made available at all different levels and for all segmentations present in the market
- Further indicators can show potential long term growth trends based on short and medium term actual growth

Comparing short/medium vs long term growth provides trend insight

	Latest Month			Latest Quarter			Latest Year to Date			Latest MAT		
	Value	Share	Growth vs PY	Value	Share	Growth vs PY	Value	Share	Growth vs PY	Value	Share	Growth vs PY
Supplier Total	4,930,828	100%	32%	13,683,466	100%	40%	18,102,801	100%	43%	51,706,584	100%	48%
Brand 1	3,475,494	70%	29%	9,797,800	72%	40%	12,985,716	72%	44%	37,300,764	72%	↔ 53%
Brand 2	590,238	12%	31%	1,598,885	12%	29%	2,090,320	12%	24%	6,149,827	12%	↔ 33%
Brand 3	406,088	8%	51%	1,111,182	8%	54%	1,507,484	8%	63%	4,014,594	8%	↔ 56%
Brand 4	149,097	3%	3%	404,220	3%	-4%	533,361	3%	-5%	1,639,402	3%	↑ -18%
Brand 5	88,386	2%	83%	232,196	2%	70%	307,221	2%	65%	762,474	1%	↔ 30%
Brand 6	103,923	2%	162%	237,284	2%	163%	295,080	2%	183%	746,313	1%	↔ 246%
Brand 7	49,517	1%	23%	120,295	1%	177%	148,786	1%	243%	450,480	1%	↔ 939%
Brand 8	32,947	1%	311%	87,831	1%	342%	108,940	1%	327%	234,502	0%	↔ 544%
Brand 9	13,633	0%	10%	32,764	0%	-4%	42,081	0%	-4%	137,709	0%	↑ -13%
Brand 10	11,260	0%	9%	32,812	0%	23%	43,603	0%	26%	127,853	0%	↔ 14%
Brand 11	5,498	0%	-49%	16,553	0%	-47%	22,920	0%	-45%	89,826	0%	↔ -43%
Brand 12	4,747	0%	33%	11,644	0%	8%	17,290	0%	24%	52,842	100%	↓ 12%

Legend:

Green	Growing at >10% vs PY
Orange	Static
Red	Declining at <10% PY

Colouring trigger levels can be adjusted to the needs of each measure / chart

Indicator on where long term growth is trending, according to mid term growth

Objective resource allocation on the basis of matching company strengths and market attractiveness...

Primary Objectives

- Re-Allocate resources to projects that
 - Deliver best ROI today
 - Deliver strongest growth
 - Sales
 - Market share
 - Have the potential to achieve a leading market position
 - Meet corporate objectives and strategic priorities
- Limit risk of investments
- Compare effectiveness of countries
- Decide on type of presence in market

Secondary Objectives

- Help markets to
 - Focus development plans
 - Prioritise routes to market
- Impact of acquisition and JV/merger opportunities
- Alignment of sales force vs. targets

Company Strength

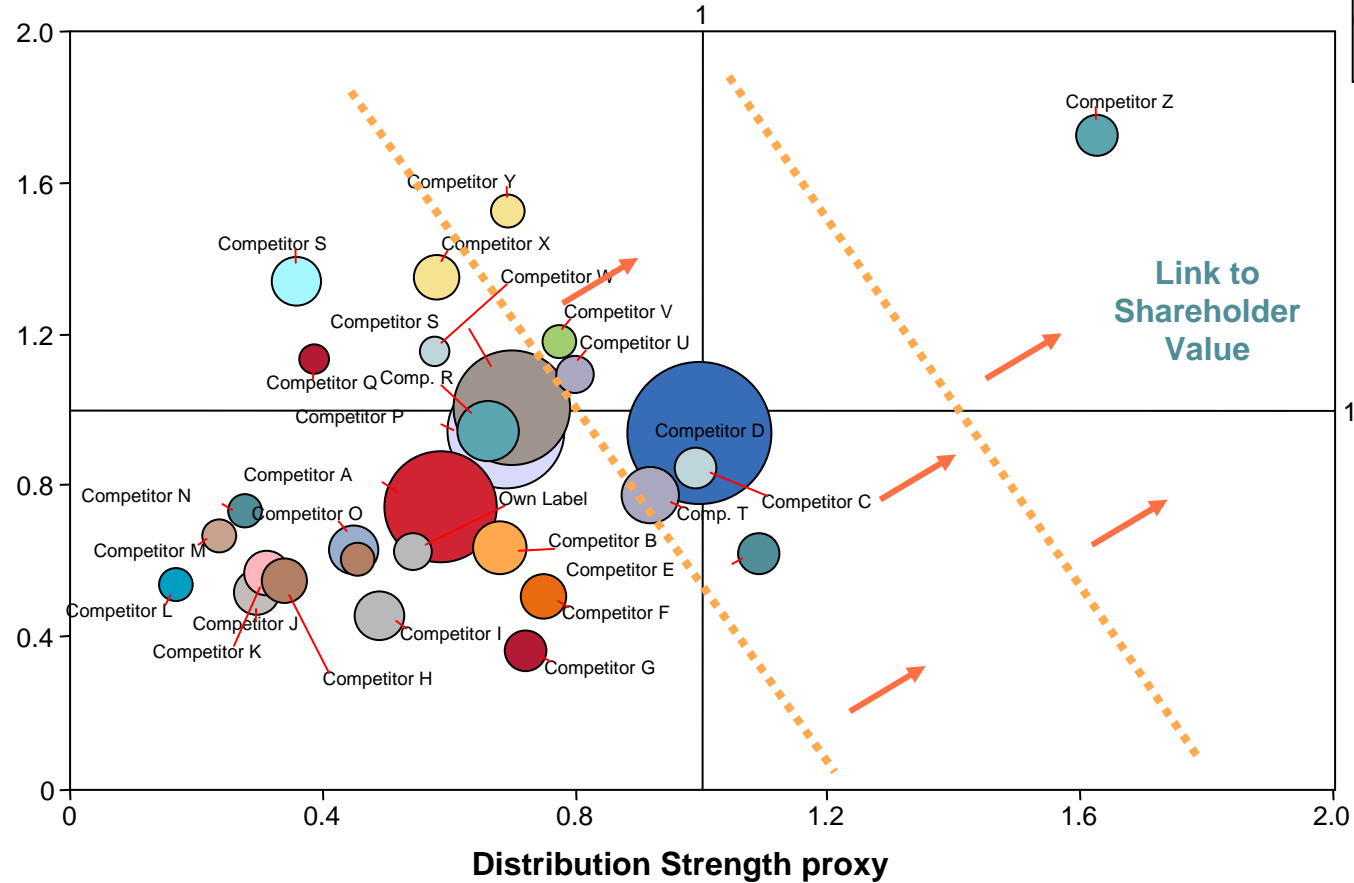


A link exists between strategic position & shareholder value - a prioritisation linked to shareholder value has significant implications ...

Leadership proxy

Leadership
Strength of a proposition relative to competitors in the same segment

Overall brand leadership is the average of the segment positions weighted by estimated profit contribution versus total



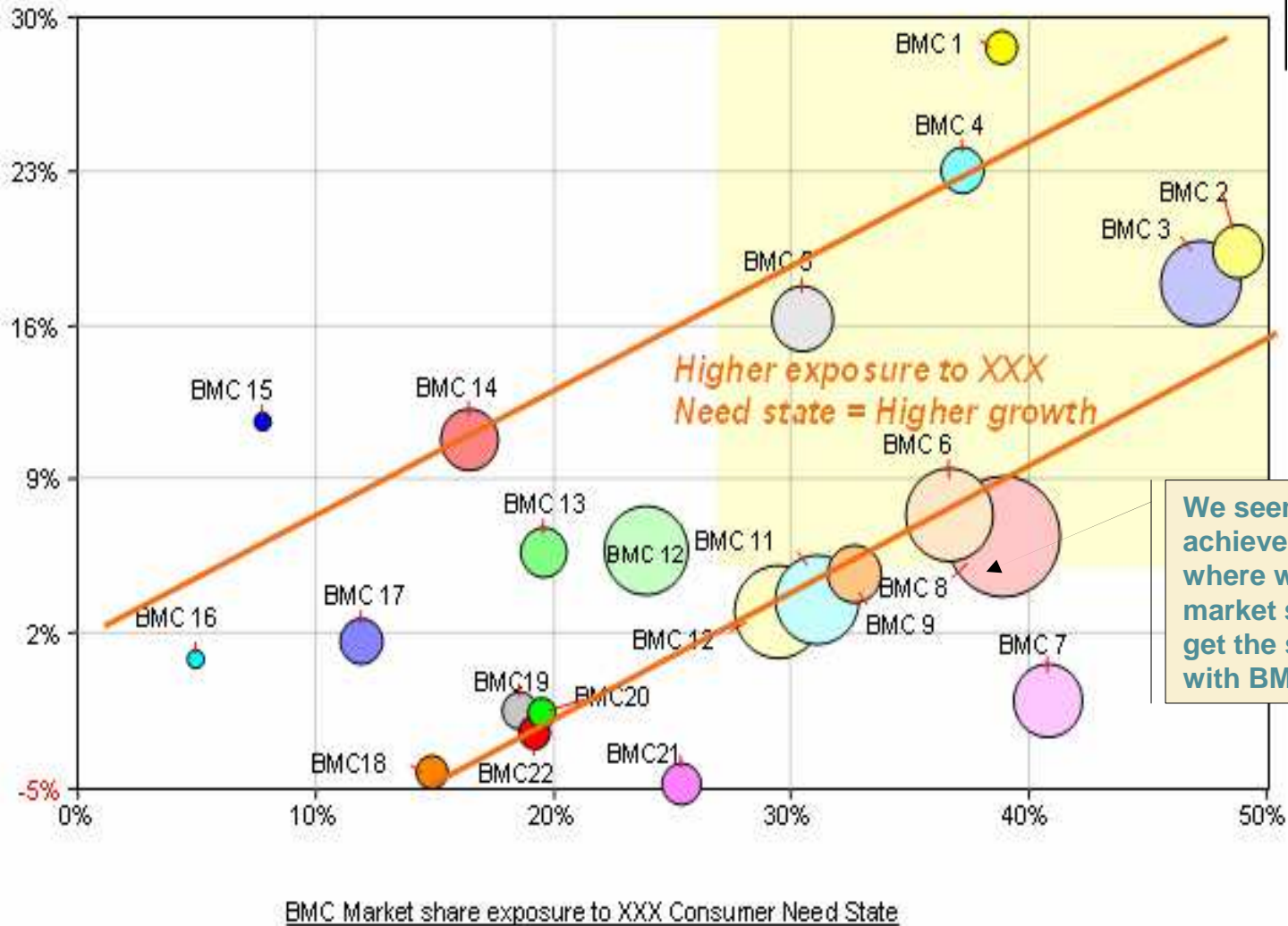
Relative Scale (profit)
Size relative to competitor distribution infrastructure in the national market

Portfolio Depth
Cumulative depth of proposition across portfolio within country relative to competitors

Portfolio Breadth
Based on business definition, breadth of cross segment presence relative to competition – one-stop-shop capability

Determining future growth opportunities based on growth/share relationships...

Volume Growth by BMC - CAGR between Yr 1 and Yr4



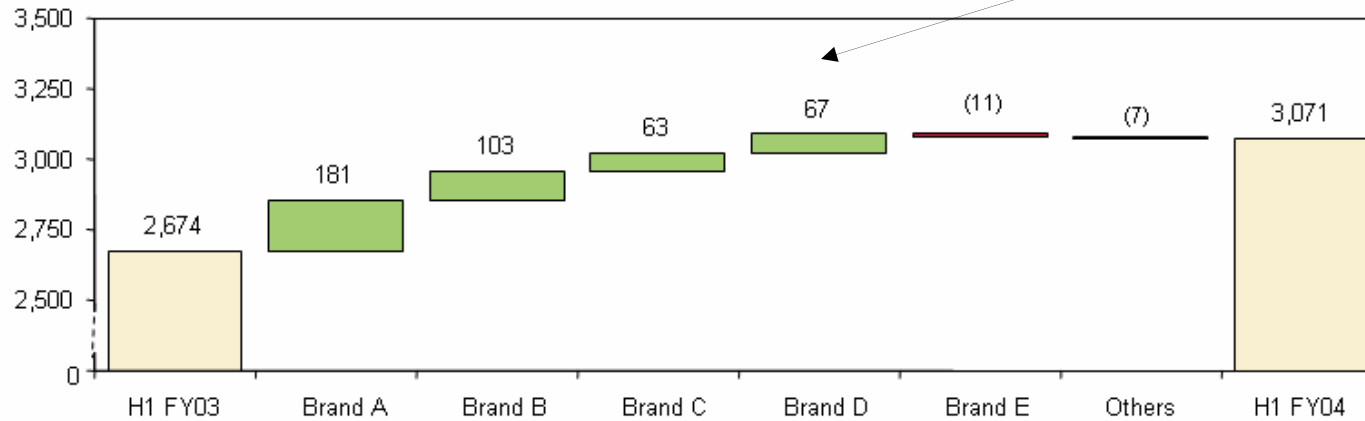
PMSI Example of Senior Management Dashboard Reporting via personalised web access...

Brand	Brand growth performance					Scale of opportunity	
	Best performing customers	Average performing customers	Selected customer	Variance vs best performing customers	Variance vs average performing customers	Vs best performing customers	Vs average performing customers
Brand A	45.9%	9.6%	-13.1%	-58.9%	-22.7%	2,542	978
Brand B	34.3%	0.4%	18.1%	-16.1%	17.7%	182	-
Brand C	85.1%	12.2%	52.4%	-32.7%	40.2%	90	-
Brand D	72.3%	6.1%	-56.3%	-128.6%	-62.4%	1,085	526
Brand E	43.5%	19.8%	-11.6%	-55.1%	-31.4%	1,349	769
Brand F	30.6%	-4.3%	-12.6%	-43.2%	-8.3%	477	92
Brand G	54.6%	-6.0%	-37.8%	-92.5%	-31.8%	171	59
Total (7 brands)	44.1%	5.4%	-11.7%	-55.8%	-17.1%	5,896	2,424

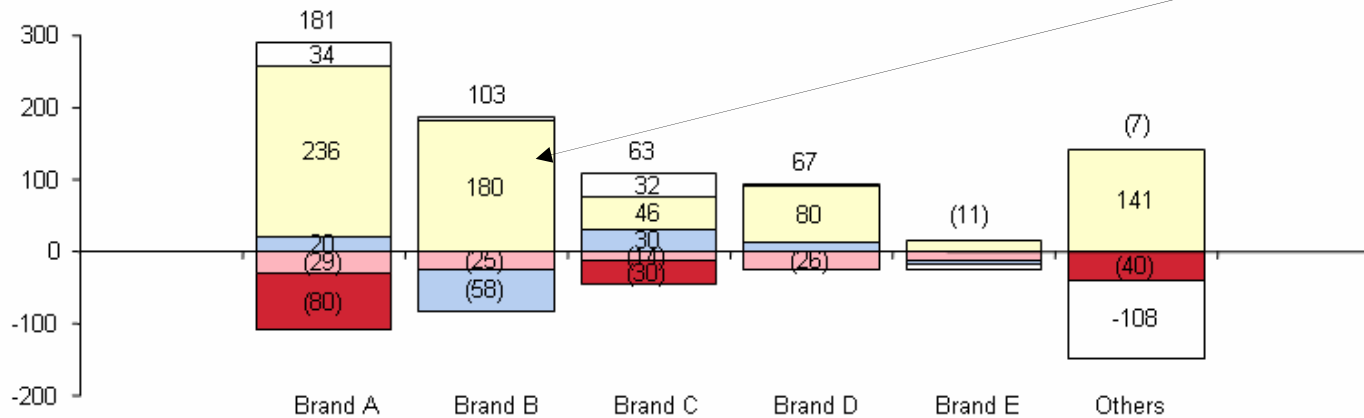
Key

- Performance below that of the benchmark group (= potential opportunity)
- Performance above that of the benchmark group

What are the components of growth?



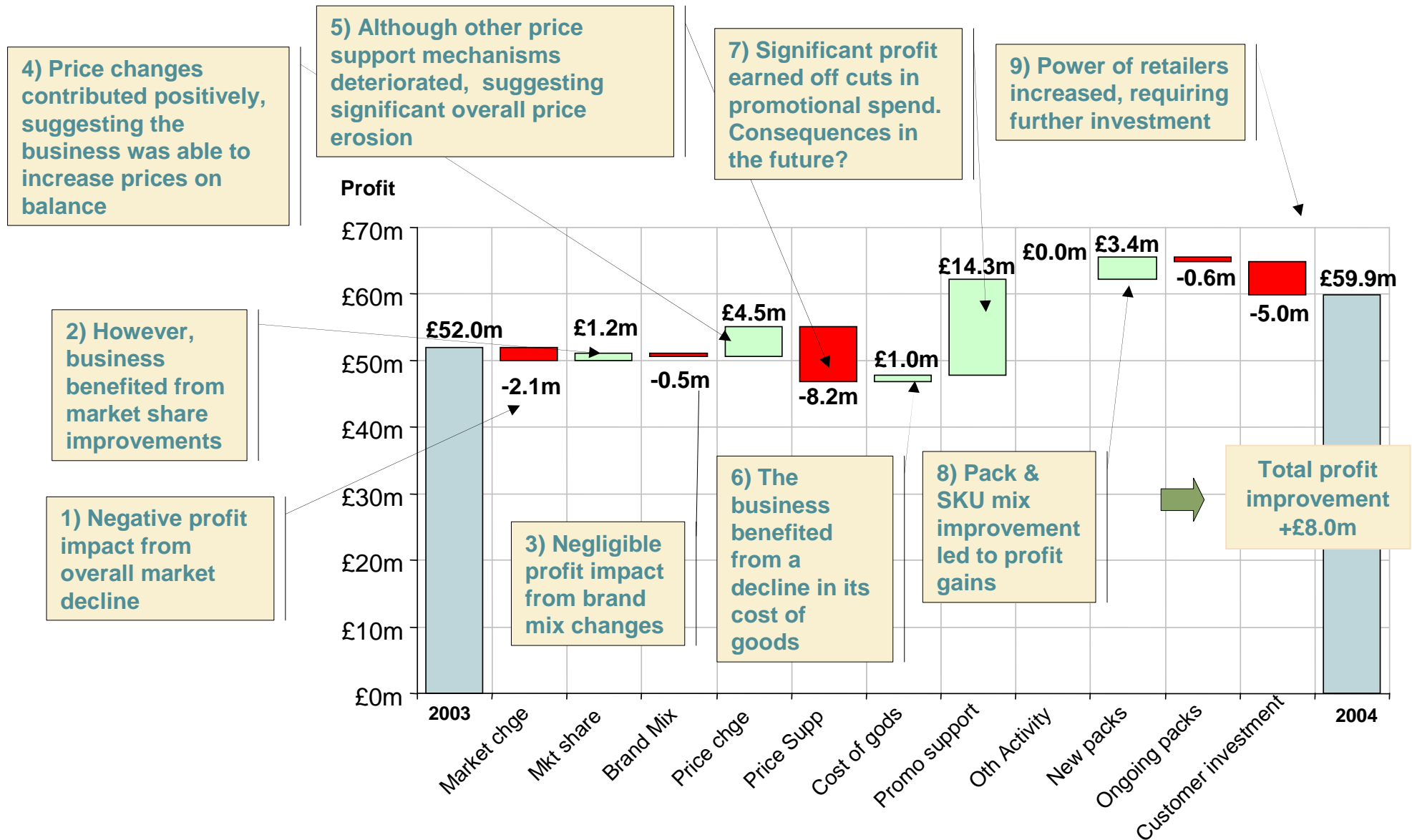
In many cases, managers get to see the results of changing performance, but cannot easily see the components. These charts give a clear overview of what actually happened over any period.



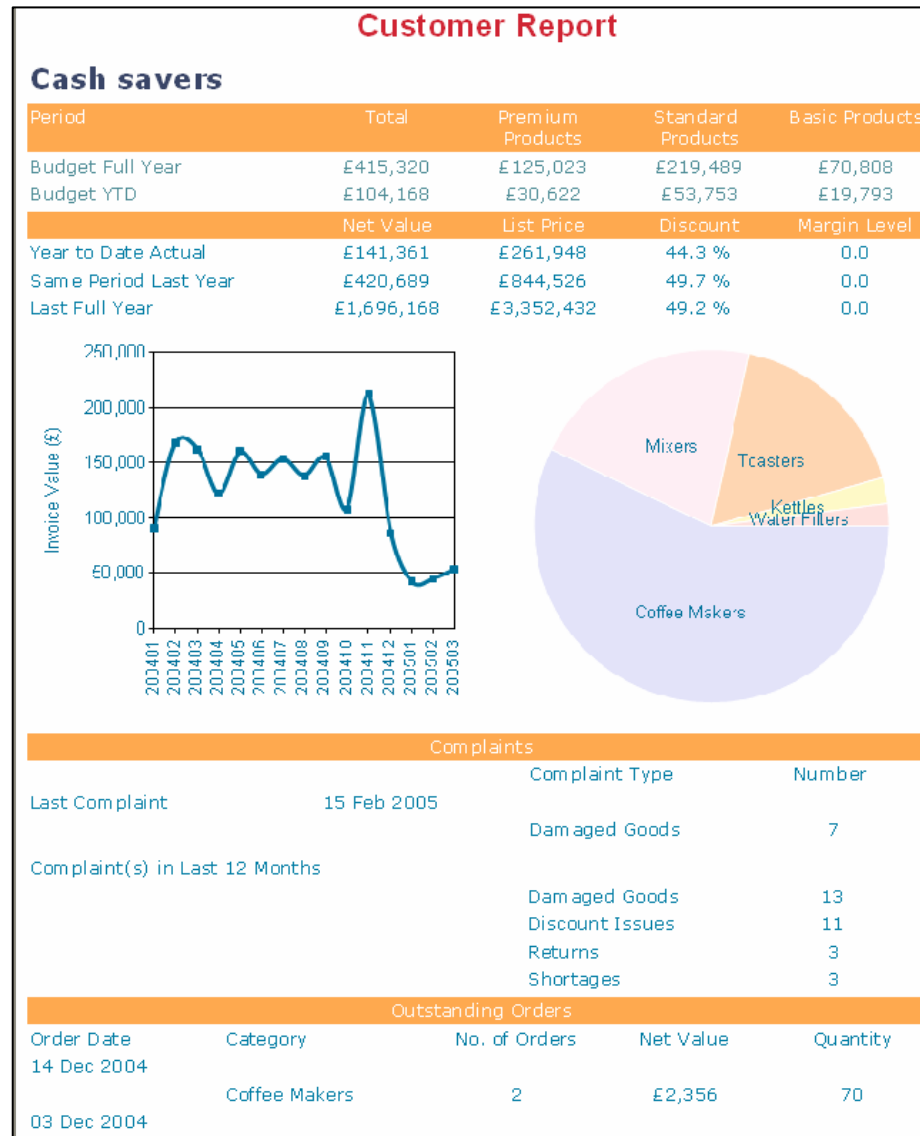
Growth has been mainly due to stock efficiencies

- Market share change
- Category growth
- Stock
- CBA
- Other / unknown

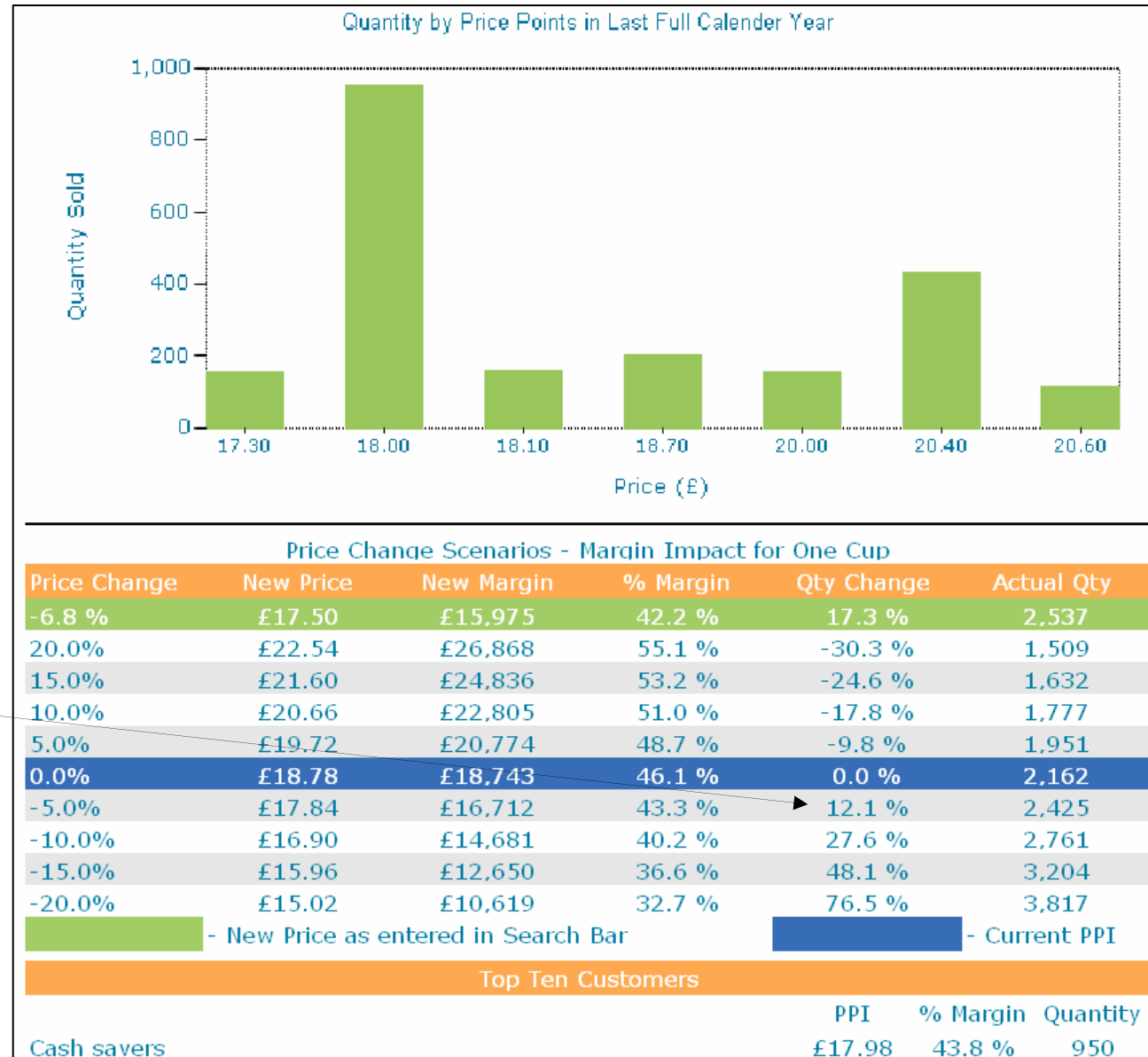
Illustration of management report and variance insights...



Key Performance Reports for each customer...



By how much do we need to increase volumes to break even after a 5% price decrease?



To break even after a 5% price decrease, volumes need to increase by 12.1%

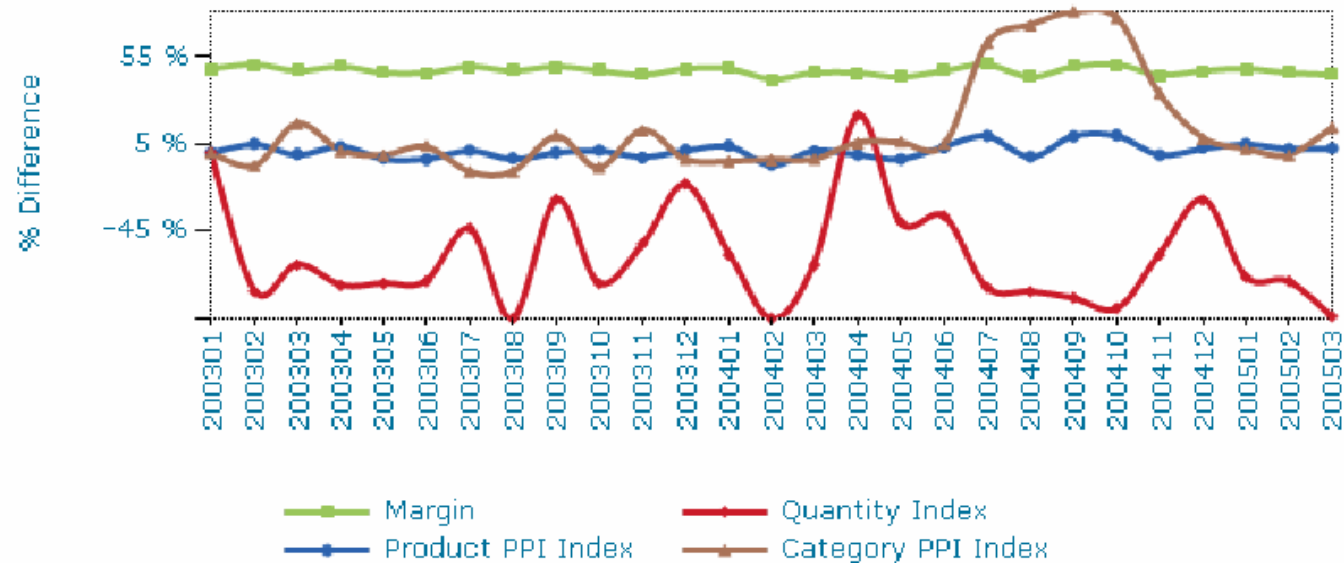
A pricing report shows sales volumes in relation to product & category prices...

Pricing Report - Product

Product Code	Product Category	Product Group	Product
SSO11WH	Coffee Makers	Standard	One Cup
Last Full Calendar Year			
Invoice Value	Total Margin	% Margin	Invoice Quantity
£40,611	£18,739	46.1 %	2,163

Starting PPI:	£18.58	Starting Month:	01 2003	Starting Qty:	424
Ending PPI:	£19.04	Ending Month:	03 2005	Ending Qty:	25

Margin, Price Index and Quantity Index over Time



Tail Management Tool & Report - Objective: Initiate ongoing and accelerated SKU rationalisation

Update table with new filters/weights

Double-click on the product to see the product's customers

Key criteria for assessing product value and impact of cutting the SKU

Create ranking based on user defined weights of the criteria

Add own comments

Type of customers who purchase the product

Filter Criteria:				>100										Share of ordering customer types							Comments		
<input type="button" value="UPDATE"/> <input type="button" value="Export Data"/> <input type="button" value="Update Comments"/>				Value of customers buying product	% of customers total spend	Number of customers	Number of Orders	Invoice Value	Total Margin	Pero Margin	Current stock - Value	Current stock - Quantity	Composite Ranking	OEM	Export	National	Independent	Distributors	Retail	Specialists	Comments		
Product Description	Product Code	Product Group	Product Category	50	50	50	50	50	0	100	0	0											
Tara S... & Cover Black	FT11BL	Emerald/Medway Seats	Toilet Seats	£214,165	0.2%	1	1	£410	£152	37.1%	£0	0	2820	0%	100%	0%	0%	0%	0%	0%	0%	One order - One Customer	
New A... on Soft Cream (Avi...)	SNA11SC	Celeste Seats	Toilet Seats	£2,002,962	0.0%	1	1	£450	£183	40.7%	£771	93	2818	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Sonata... White S&C No...	SS220WZ	Sonata Seats	Toilet Seats	£2,002,962	0.0%	1	1	£458	£297	64.9%	£0	0	2810	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Pg Cha... Strads(R) 80 Quad S...	L519120	Trevi Shower Trays	Shower Trays	£4,024,257	0.0%	1	1	£315	£116	36.7%	£0	0	2807	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Ex4578... Cp 3/4" Mech (Hot)...	TGA00204	Stom - Dem Taps	Brassware	£1,921	11.4%	1	1	£218	£183	83.9%	£0	0	2795	0%	0%	0%	0%	0%	100%	0%	0%	Group 1 (284) - Excl OEM & Export - Total Customer value < 20k	
Pg Cha... Strads(R) 90 Quad S/T...	L519220	Trevi Shower Trays	Shower Trays	£4,024,257	0.0%	1	1	£350	£133	38.1%	£0	0	2788	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Pg Old... Strads (R) 90 Quad S/T...	L519237	Trevi Shower Trays	Shower Trays	£4,024,257	0.0%	1	1	£350	£133	38.1%	£221	6	2788	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Pg Old... Strads (R) Pent. Riser S/T...	L519397	Trevi Shower Trays	Shower Trays	£4,024,257	0.0%	1	1	£350	£136	38.9%	£218	6	2788	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Mandori... Wesley/Hadrian/Admiral LI Bic...	CP588	Component Packs	Components & Fitti	£15,472	2.2%	1	1	£348	£150	43.2%	£0	0	2772	0%	0%	100%	0%	0%	0%	0%	0%	Group 1 (284) - Excl OEM & Export - Total Customer value < 20k	
11431-25... cement Bracket	TB0002WA	Stom - Foundry Product	Stom - Foundry Pro	£360	59.7%	1	1	£215	£101	46.8%	-£114	-120	2769	0%	0%	0%	100%	0%	0%	0%	0%	Group 1 (284) - Excl OEM & Export - Total Customer value < 20k	
E8373A... Accent Cistern Lever Cp	103504	Stom - Dem Cistern Levers	Cisterns	£4,024,257	0.0%	1	1	£414	£275	66.5%	£74	40	2751	0%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
W/Grey... on L/L 6 Ltr Siso Cistern	CC046WG	Saxon Cisterns	Cisterns	£27,401	1.6%	1	1	£438	£194	44.3%	£0	0	2736	0%	100%	0%	0%	0%	0%	0%	0%	Group 5 (103) - Export only - Total Customer Value < 50k - Total P	
New Flore... White FIT810/wh	SN11WH	New Florette Seats	Toilet Seats	£2,002,962	0.0%	1	1	£617	£203	32.9%	£672	95	2722	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Claystyle... James 1861	CP5	Component Packs	Components & Fitti	£1,606	8.0%	1	2	£129	£106	82.7%	£0	0	2718	0%	0%	0%	0%	0%	0%	0%	0%	Group 4 (60) - OEMs only - Total Customer Value < 31k - Total M	
Eclipse P... Up Rod & Knob, Ab1.	QTP2...	Stom - Spectre Series	Stom - Spectre Seri	£123,261	0.5%	1	1	£585	£522	89.3%	£0	0	2715	0%	0%	0%	100%	0%	0%	0%	0%	One order - One Customer	
Side Inlet... Valve 168Mm Arm	CF100...	Ballvalves	Valves	£2,002,962	0.0%	1	1	£638	£247	38.7%	£0	0	2711	0%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Vizage S&... White Dpp	SVG11W	Caprice Seats	Toilet Seats	£234,822	0.3%	1	1	£598	£288	48.2%	£0	0	2710	0%	100%	0%	0%	0%	0%	0%	0%	One order - One Customer	
3" Comp... 7/3 Syph 2 1/4 C	SYM2222	Syphons	Syphons	£18,709	1.3%	1	2	£240	£143	59.5%	£0	0	2709	0%	100%	0%	0%	0%	0%	0%	0%	Group 5 (103) - Export only - Total Customer Value < 50k - Total P	
E6760Az... Solid Tradnl Basin/Waste	WBK4896	All Brass/Wastes	Wastes	£4,024,257	0.0%	1	1	£477	£220	46.1%	£857	325	2707	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Blk Elan H... Siso (No Ball)	CFE04BL	Elan Cisterns	Cisterns	£47,729	0.7%	1	2	£319	£193	60.6%	£1,193	275	2692	0%	0%	0%	100%	0%	0%	0%	0%	Group 3 (51) - Excl OEMs & Export - Total Customer value 30k to	
W/Grey Co... et H/L 6 Ltr Siso	CCC06WG	Compact Cisterns	Cisterns	£35,939	0.8%	1	2	£300	£123	40.9%	£1,528	299	2690	0%	0%	0%	0%	0%	0%	0%	0%	Group 5 (103) - Export only - Total Customer Value < 50k - Total P	
Real 070... ngs No Collets	FCR11SS	Metal Fittings Packed Com	Components & Fitti	£196,598	0.3%	1	1	£32	£478	75.6%	£2,379	3,350	2688	0%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Sonata S&... olygiene White Dutch Ss	SS016WY	Seats	Toilet Seats	£11,002	4.2%	1	1	£80	£299	65.1%	£228	34	2686	0%	0%	0%	100%	0%	0%	0%	0%	Group 1 (284) - Excl OEM & Export - Total Customer value < 20k	
Accent Whi... ar Cream E990098	SAC11WC	Acc... Aero Seats	Toilet Seats	£4,024,257	0.0%	1	1	£16	£196	35.9%	£0	0	2678	100%	0%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Mark 2 Tr... onal Bath Feet (Set Of 4)	K1010CP	Stom... brassware Miscellanc	Brassware	£1,462,002	0.0%	1	1	£9	£178	24.8%	£0	0	2678	0%	0%	0%	0%	100%	0%	0%	0%	One order - One Customer	
Maestro Lu... y Seat White Top Fix (Fqb)	RULUXSEATC	Maestro Seats	Toilet Seats	£108,671	0.6%	1	1	£0	£391	60.2%	£0	0	2676	0%	0%	0%	0%	100%	0%	0%	0%	One order - One Customer	
243Pb 1.25... /Stl Domed Waste, Pln/Bc	WUS0189	All Brass/Wastes	Wastes	£6,972	6.9%	1	1	£4	£302	62.9%	£0	0	2671	100%	0%	0%	0%	0%	0%	0%	0%	Group 4 (60) - OEMs only - Total Customer Value < 31k - Total M	
Flx Profile... cer Wedge	CAW10000	Other Cist... Components	Cisterns	£1,302	33.3%	1	1	£4	£171	39.3%	£804	20,933	2670	0%	0%	0%	0%	100%	0%	0%	0%	Group 1 (284) - Excl OEM & Export - Total Customer value < 20k	
New Cerano... s Fitting	FNC11SS	Metal Fitti... Packed Com	Components & Fitti	£450,150	0.1%	1	1	£6	£480	71.4%	£32,832	68,400	2664	0%	100%	0%	0%	0%	0%	0%	0%	One order - One Customer	
Mi/Angelo P... es Green	MIC1PAM	Michelangelo Seats	Toilet Seats	£53,915	1.3%	1	1	£68	£484	70.6%	£20	2	2654	0%	0%	0%	0%	0%	100%	0%	0%	0%	One order - One Customer

Click to change comments

Create new Excel sheet from data

Change weights for ranking

Sort by clicking on any of the titles

Long term vs. short term in channel: Which categories are gaining in supers and hypes?

- Channels can be analysed by comparing current volumes with short, medium and long term growth trends
- Analysing format sizes can provide insight into consumer choice within each channel

	Latest Month			Latest Quarter			Latest Year to Date			Latest MAT		
	Volume	Share	Growth vs PY	Volume	Share	Growth vs PY	Volume	Share	Growth vs PY	Volume	Share	Growth vs PY
Hypermarkets	4,320,051	100%	62%	11,776,254	100%	67%	7,054,830	100%	66%	40,139,252	100%	54%
Supermarkets	6,517,387	100%	36%	17,968,883	100%	41%	12,717,116	100%	43%	67,385,329	100%	41%
Hypermarkets												
Category 1	25,698	1%	-38%	73,359	1%	-28%	101,395	1%	-27%	345,805	1%	-24%
Category 2	72,943	2%	-16%	194,735	2%	-23%	251,461	2%	-24%	848,854	2%	-29%
Category 3	2,384,968	55%	67%	6,719,115	57%	80%	3,736,170	24%	79%	22,136,492	55%	63%
Category 4	25,855	1%	60%	68,357	1%	21%	56,395	0%	22%	231,116	1%	19%
Category 5	1,118,613	26%	57%	2,965,933	25%	63%	1,821,883	12%	61%	10,370,891	26%	52%
Category 6	82,868	2%	25%	227,217	2%	20%	189,715	1%	15%	854,675	2%	-5%
Category 7	440,765	10%	93%	1,090,559	9%	67%	652,928	4%	71%	3,875,423	10%	94%
Category 8	118,305	3%	60%	308,537	3%	63%	188,993	1%	64%	1,053,620	3%	67%
Category 9	49,888	1%	134%	128,050	1%	129%	55,889	0%	112%	417,915	1%	126%
Supermarkets												
Category 1	98,243	2%	67%	258,745	1%	63%	158,772	1%	65%	953,383	1%	54%
Category 2	146,617	2%	4%	439,603	2%	7%	409,912	2%	4%	1,728,847	3%	-10%
Category 3	3,827,320	59%	25%	10,834,751	60%	36%	7,971,314	34%	40%	41,848,338	65%	42%
Category 4	33,875	1%	175%	88,811	0%	142%	36,727	0%	158%	261,451	1%	106%
Category 5	1,503,864	23%	64%	3,995,457	22%	62%	2,465,503	10%	58%	13,968,004	62%	51%
Category 6	179,551	3%	36%	461,977	3%	19%	386,618	2%	18%	1,726,799	20%	-1%
Category 7	490,987	8%	27%	1,318,931	7%	29%	1,025,902	4%	27%	4,936,363	72%	27%
Category 8	199,766	3%	152%	469,816	3%	119%	214,729	1%	118%	1,621,936	83%	189%
Category 9	37,164	1%	108%	100,792	1%	112%	47,639	0%	118%	340,209	100%	136%

Comparing short/medium vs. long term growth provides insights into underlying trends