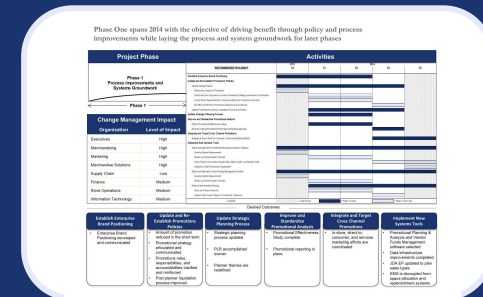


Promotional Capabilities Assessment and Roadmap Development

Client

A \$6.7+ billion specialty retailer offering pet services and products through 1,300+ stores across North America

Case Study



Challenge

- The client had increased promotional activity, but performance remained inconsistent across categories and channels
- Inefficiencies in planning, execution, and analysis led to lost revenue and suboptimal ROI
- Unclear roles and responsibilities caused missed deadlines, bottlenecks, and internal frustration
- No standardized process for evaluating promotions made it difficult to optimize offers and reduce markdown reliance
- Leadership recognized the need to enhance strategy, execution, and spend efficiency enterprise-wide

Approach

- Assessed current promotional management structure, tools, and processes to identify inefficiencies
- Benchmarked against industry best practices to define future-state capabilities
- Conducted competitor analysis and store visits to evaluate promotional execution and customer impact
- Developed a structured roadmap with short-term quick wins and long-term strategic initiatives
- Estimated financial benefits for each initiative to prioritize efforts for maximum impact

Impact

- ✓ Projected EBITDA improvement of \$130M+ driven by:
 - Improved margin performance on promotional items
 - Increased store labor and inventory efficiencies
 - Reduced marketing production costs
- ✓ Provided a 3+ year roadmap with phased implementation for sustainable growth
- ✓ Established a data-driven framework for optimizing promotional strategy and execution.

