



## BUSINESS STORIES

# LUXURY PERSONAL CARE

### AT A GLANCE

#### CHALLENGE

- Damage to supply chains post-receivership
- Brand unknown or not respected by international TopCo teams
- Heritage devalued by legacy underinvestment

#### BENEFIT

- Brand acted as a lever for new distribution internationally
- CEO of parent co appeared vindicated in decision to purchase



*"This brand evokes nostalgia for many in the UK and around the world but underinvestment had damaged it and some were ready to let it slip into the past.*

*But with the will of a new CEO behind the project, we returned to its roots as a premium heritage brand and by finding new distribution channels were able to relaunch it to the world and remind consumers of its value."*

#### HELEN COOPER

Generator

### CHALLENGE

A classic English FMCG brand was acquired by a global international parent company after the business had gone into receivership following a series of poor management decisions and investment choices. The parent company already owned other premium and luxury brands and acquired the brand after all inventory and sub-assembly items had been cleared leaving no residual stock at the point of take over.

### SOLUTION

- ✓ Together with the new brand owner, we Identified key components and packaging to commence manufacturing and meet product demand growth.
- ✓ Helped the client restore distribution in key UK locations and access department store groups.
- ✓ With the new management team we developed a price harmonisation approach that countered 'grey' market risk.
- ✓ Redesigned and upscaled the brand's communication messages to position it as a premium heritage brand globally.

### BENEFIT

#### DISTRIBUTION

With the brand's global popularity, it acted as a lever for new distribution internationally for it and the parent company's other brands.

#### CEO SUCCESS

The CEO of the parent company appeared vindicated in his decision to purchase.

### RESULT

After 12 months working with the brand, YOY revenue had increased by +20%, GP by +35 and ROI was achieved in 15 months.

The brand was launched and relaunched in 14 markets and by the time the important Christmas period arrived, gifts were at 95% sell through.