



## Case Study – Infant Nutrition

### Competitor Benchmarking for Baby Food Products in Indonesia

#### The challenge

A leading global baby food products manufacturer planned to restructure its sales force to compete more effectively, as well as increase its market share in Indonesia.

The objective of the study was to determine direct competitors' sales force structure, remuneration bands, training and development programs and field strategies, so as to better equip our client to defend and increase its market share.

#### The process

Spire conducted face-to-face interviews with institutional customers (medical institutions and retail channels) to understand the client's sales force performance versus the competitors' across various modern and traditional channels. Our consultants also approached industry sales representatives, ranging from sales managers, supervisors and medical representatives to sales promotion staff, to elicit insights on best practices.





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#### The results

Our client used Spire's report to implement improvements to its sales force organization structure and management in terms of new recruitment and deployment, remuneration principles and field strategies at hospitals and modern channels.

Project deliverables included:

- An analysis of overall infant nutrition market trends in Indonesia, competitor profiles, industry best practices
- Spire's recommendations for competitor threat response

