

MONDELEZ INTERNATIONAL

Case Competition

Team Waterloo, Canada

MEET THE TEAM

We are excited to present our findings to the Mondelez team



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RETHINKING IMPULSE CHANNEL

The impulse channel is at a crossroads, requiring revival or risk investment cuts

1 Flat Sales

Declining gum consumption and an outdated coverage-based RTM from Cadbury have resulted in 3 points of sale lost in 2 years.

2 A strong competitor in Wrigley's

Wrigley benefits from 40% greater human capital, successful cash payments and exclusive agreements strategies that win contracts.

3 Internal Company Dynamics

A potential reduction in labor force, declining employee motivation, and loss of IC channel significance on the horizon.

OUR MISSION:

Reclaim visibility, loyalty, and growth by reigniting Mondelez's presence where it matters most — at the right stores, categories and shelf.

IMPACT					
	1	Improved shelf visibility	2	30-40% ROI per store	3	+20% SR productivity

G.R.O.W. STRATEGY

Addressing Mondelez International's four core problem areas with innovative strategies

From Coverage to Connection:

Fewer Stores, Stronger Presence, Smarter Promotions

G: Group High-Value Stores

Switch to a frequency model utilizing a frequency-driven prioritization matrix to identify Tier A, B and C stores.

R: Reach Across Categories

Expand to a multi-category strategy that pushes chocolate in impulse channels (IC) in the short-run and biscuits in the long-term.

O: Outperform Competitors

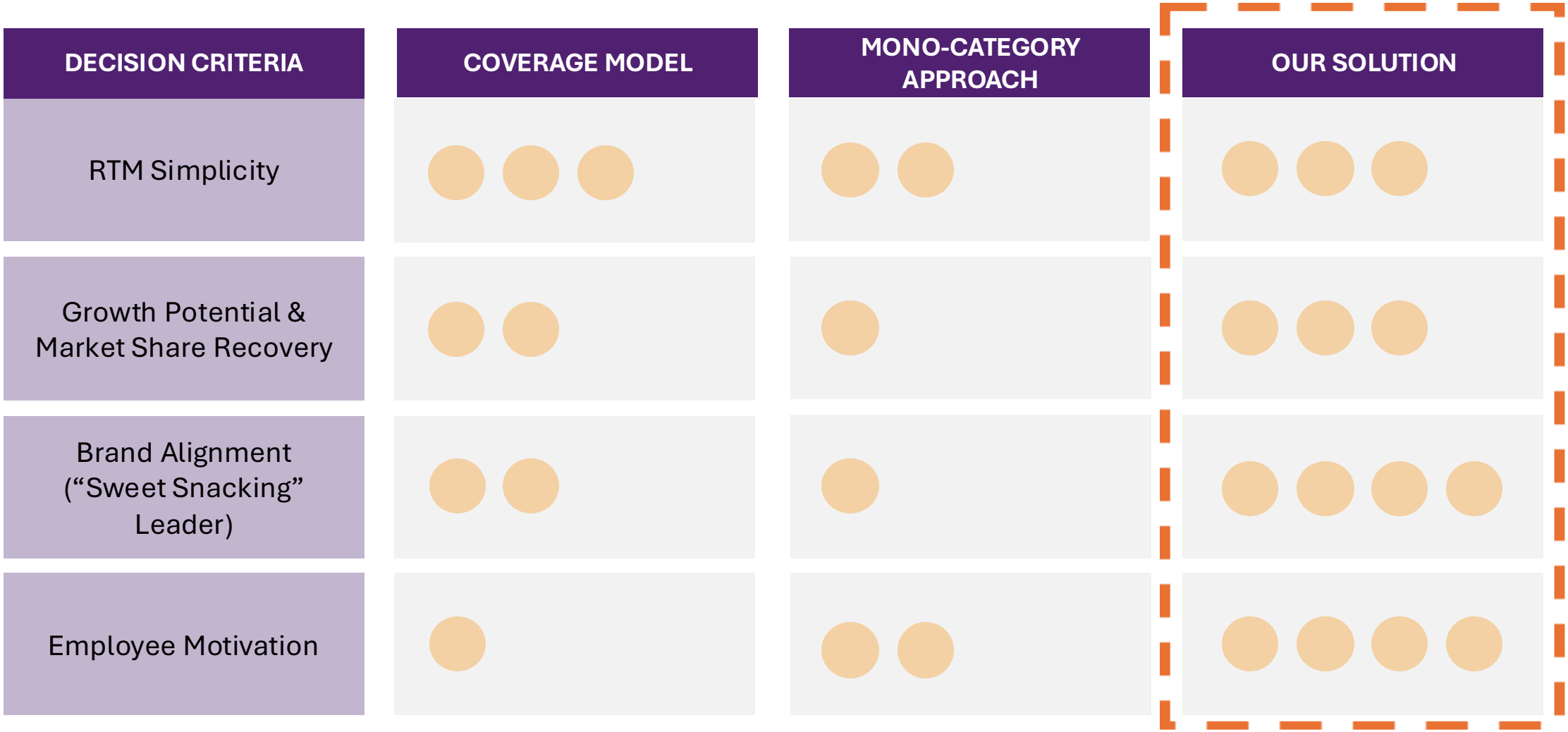
Enable Mondelez to compete with Wrigley's with a tiered incentive program, Visibility for Value scheme and reinvention of wholesaler partnerships.

W: Win Through People

Engage, motivate, and equip our employees with monetary incentives, technical toolkits and trainings, and stronger negotiation leverage.

CRITERIA ANALYSIS

Comparing our recommendation to alternative decision paths



G: SWITCHING TO FREQUENCY

Transforming our sales force from distributors to relationship builders

Goal

Deepen loyalty while **improving visibility** and **driving higher sales** in Spain's most valuable impulse markets.

Coverage Model

Visit ~70,000 stores only 6 times/year per SR
Creates weak relationships, loyalty and inconsistent visibility.

86 sales reps managing around 800 stores each
40% fewer than Wrigley.

Same resources across 250 wholesalers and 48 provinces
No prioritization by store size, revenue, or region.

Declining gum market share (**–2.8 pts**) and low store loyalty despite wide coverage.

Proposed Frequency Model Rationale

Store owners act as "micro-influencers"
Frequent visits strengthen Mondelez's frontline advocacy.

FMCG studies show that top 20% of stores drive 80% of sales
Pareto effect, Euromonitor 2022.

75% of FMCG companies deploy fit-for-purpose RTM strategy that acknowledges channels and geography.
McKinsey, 2014

Prioritizing high-performing stores should yield **30–40% higher ROI per visit** than broad, shallow coverage.

G: PRIORITIZATION MATRIX

Prioritization Strategy Framework and Goals

Goal

Maximize ROI and visibility by focusing on stores that deliver the **highest sales and brand impact** per visit.

Key Selection Criteria

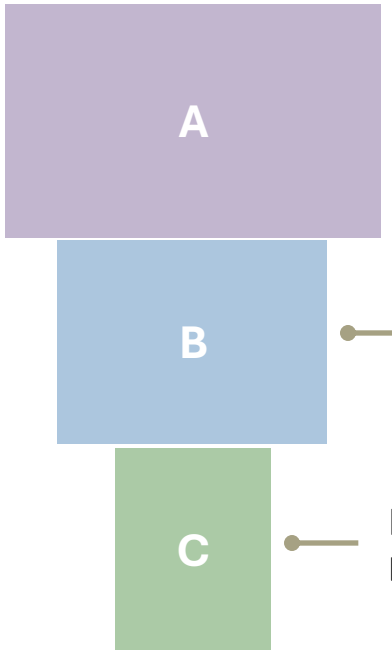
Dimension	Weight	Metric	Data Source / Rationale	
Store Revenue Potential	**30%**	Historical sales volume or G&C % contribution by province/store	Exhibit 9 shows large GDP and sales % in Madrid, Barcelona, Valencia, etc.	Immediate Financial return
Profitability / Margin	**25%**	Margin per store or per visit (consider logistics cost)	Maximizes ROI on reduced salesforce.	
Relationship Strength	**20%**	Historical loyalty or partnership with wholesalers	Sales team feedback or CRM data.	
Geographic Efficiency	**15%**	Density of stores per route	Reduce travel cost/time by clustering around key regions. Align KAMs and SRs by region.	Sustainable Channel Strength
Market Growth Outlook	**10%**	Province GDP growth / consumer trend data	Exhibit 9 shows provinces like Madrid, Barcelona, Valencia lead.	

G: RTM FREQUENCY STRATEGY

Prioritization Strategy Framework and Execution

1. Score each store 1–5 across metrics.
2. Top 30–40% become Tier A, Middle 40-50% are Tier B, and bottom 20% are Tier C.
3. Pilot the model in 2–3 provinces before scaling nationwide.
4. Reassess store scores quarterly using updated sales data and SR feedback

	High Profit	Low Profit
Low Potential	***Tier A: Strategic Core*** *Visit weekly/biweekly and offer customized promos*	***Tier B: Growth Watchlist*** *Visit monthly, and test new SKUs*
Low Potential	***Tier C: Maintain*** *Visit quarterly, standard offers only*	***Deprioritize*** *Drop from route or handle via indirect coverage via wholesaler*



Includes Madrid (15.4%), Barcelona (12.7%), Valencia (6.2%)
Highest GDP, population, and G&C sales share

Includes Málaga, Alicante, Sevilla
Medium density and retail cluster

Includes small percentage of stores
Low return per visit

R: MULTI-CATEGORY STRATEGY

From "Trident & Halls" to Sweet Snacking Global Leader

Goal

Expand fast but smart, **starting with chocolate to spark results, then add biscuits** to cement Mondelez as Spain's total sweet snacking partner.

Why

1. Wrigley plays mostly in G&C; Mondelez can own the full "sweet snacking basket."

2. Adding chocolate and biscuits increases store leverage, visibility, and purchase frequency.

3. Builds on Mondelez's global identity as a sweet snacking leader, not just a "Trident & Halls" company.

What

Short Term: Chocolate
High-margin early wins, speedy implementation.

Long Term: Biscuits
Expand assortment and shelf reach to sustain growth.

Create Cadbury/Milka-branded shelves pairing chocolate + gum for visibility and stronger brand association.

Visibility

How

Wholesalers:
Prioritize top distributors already handling G&C; offer margin incentives and bundle discounts for adding chocolate & biscuit SKUs.

Sales Force:
Train via *Smart Store Playbook* to cross-sell; reward stores carrying ≥2 categories.

Store Leverage

O: BEATING THE COMPETITION

Winning back market share and shelf visibility at the IC store level from Wrigley's

1 TIERED INCENTIVE PROGRAM

Focus investment where ROI is highest

Tier A: Instant cash-back and visibility bonuses
Tier B: Visibility-linked rewards (POS branding)
Tier C: Wholesaler-led group promotions

2 VISIBILITY FOR VALUE SCHEME

Pay for verified shelf share

Stores earn bonus/rebate if Mondelez gets premium placement, share-of-shelf targets, and branded displays
Verified via SR photo audits

3 WHOLESALER PARTNERSHIP

Create Portfolio Loyalty

Tiered rebates based on SKU breadth: gum, chocolate and biscuits
Quarterly joint business planning reviews

4 RETAIL VISUAL BRANDING

Win the counter visually

Launch store visibility partnerships featuring branded racks, signage, and limited-edition seasonal products to refresh counters and attract impulse shoppers

W: REIGNITING THE SALES FORCE

Engage, Motivate, and Equip Employees to Drive Change

1 ENGAGE	2 MOTIVATE	3 EQUIP
OPEN COMMUNICATION LOOP Weekly newsletters & two-way feedback channel to share insights.	**SALES CONTESTS** Run monthly leaderboards with rewards.	**TECH TOOLKIT** Provide CRM, tech, and training to optimize SR execution.
SPOTLIGHT FEATURES Highlight top performers and share their sales tactics and insights.	**PERFORMANCE—BASED INCENTIVES** Commission bonuses tied to sales & visibility gains.	**SMART STORE PLAYBOOK** “Store Mission” template: visibility, combo offers, and shelf negotiation.
EXECUTIVE ACCESS Monthly All-Hands + Executive Q&A for top performers.	**PRESTIGE & RECOGNITION** Celebrate excellence through quarterly awards and an elite “President’s Club.”	**PROVIDE LEVERAGE** Support SR’s with premium displays and limited-edition packaging.

TIMELINE

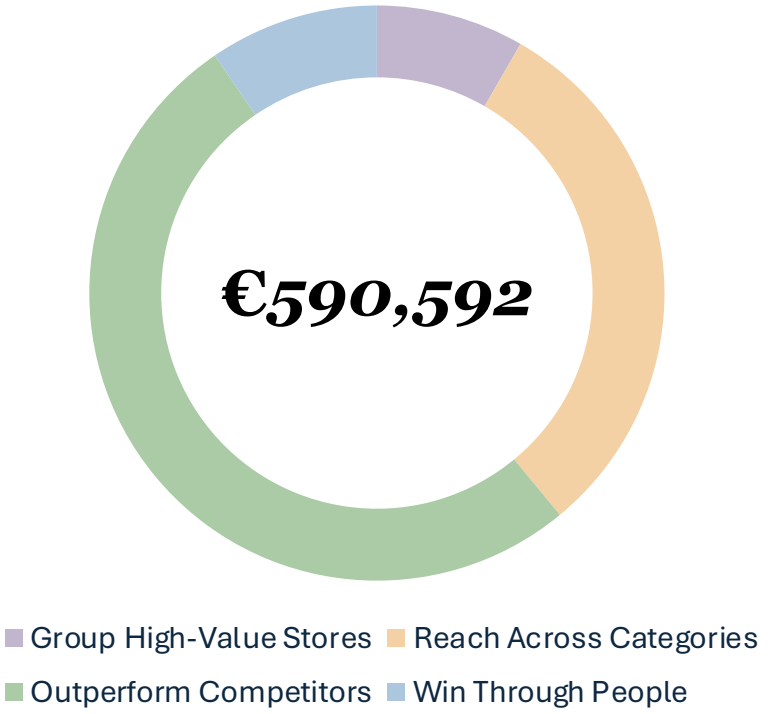
Six months to shift from coverage to connection: testing, learning, and scaling a relationship-driven model

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
G: Group High-Value Stores	Build Prioritization Matrix + Tier Stores	Route Re-mapping And SRs Trained On New Visit Frequency		Pilot Frequency Visits In 3 Cities	Gather CRM Data On Visit ROI & Shelf Share	
R: Reach Across Categories	Align with Marketing & Supply on **SKU shortlist**	Design **Cadbury-branded impulse shelves** & bundled displays		**Soft launch chocolate + gum combos** in Tier A stores with discount bundles		
O: Outperform Competition	Draft **Tiered Incentive Program** (cash-back A, POS kits B		Launch **Visibility-for-Value contracts** with top 100 stores; SR photo audits		Roll out **Wholesaler Rebate Program** + **Retail Visual Branding kits**	
W: Win Through People	Introduce **leaderboard bonuses** + announce Top Rep program		Deploy **CRM toolkits & route-planning apps**; conduct training		Launch **Smart Store Playbook** + photo checklists	

FINANCIALS

Upfront investments and projected revenue by strategy

Revenue (6 months)



G: Group High-Value Stores

Total Incremental Revenue

€191,352

A-Tier: 82,008 B-Tier: 91,120. C-Tier: 18,224

Net Profit by Dec:

€36,984

R: Reach Across Categories

Total Cost:

€84,150

Net Profit by Dec:

€45,426

O: Outperform Competitors

Total Cost:

€256,360

Net Profit by Dec:

€266,496

W: Win Through People

Total Cost:

€27,500

Net Profit by Dec:

€14,831

RISKS AND MITIGATIONS

	Risks	Mitigations
G	**Loss of Tier B and C Relationships** Reducing visit frequency may weaken connections with B/C stores, risking competitor entry and reduced brand presence.	• Maintain *quarterly digital touchpoints* (email/WhatsApp updates). • Implement *rotational SR visits* and leverage wholesalers to maintain contact and visibility.
R	**Loss of Focus on Core Gum Category** Introducing biscuits and chocolate may divert attention from gum (Mondelez's most profitable IC product).	• Keep gum as the *anchor category* during expansion. • Set clear sales targets for gum vs. other categories so performance on Trident and Halls doesn't slip.
O	**Cash Burn & Price War Escalation** Aggressive cash-based promotions could spark price wars with Wrigley and reduce margins.	• Limit cash incentives to top-performing stores. • Emphasize value bundles (Trident + Milka) over discounts & monitor ROI monthly.
W	**Employee Change Fatigue** Frequent restructures may lower morale and slow adoption of new strategies.	• Provide recognition (monthly awards, milestone bonuses) and communicate wins early to sustain engagement.


belVita
CRUNCHY
OREO
RITZ
the original
Honey Maid
TUC
BAKE ROLLS
Crispers
Mini
WHEAT THINS
PRINCE
Chips Ahoy!
ORIGINAL
triscuit
ORIGINAL
TATE'S
BAKE SHOP
Milka
Choco BROWNIE
LIGA
CÔTE D'OR
CLUB SOCIAL
LACTA
LU
LULO
Hu
Swedish Fish
DAIRY MILK
SOUR PATCH
7 DAYS
croissant
PHILADELPHIA
GRENADE
COSY
ECLIF
TIGER
Panditas
TOBLERONE

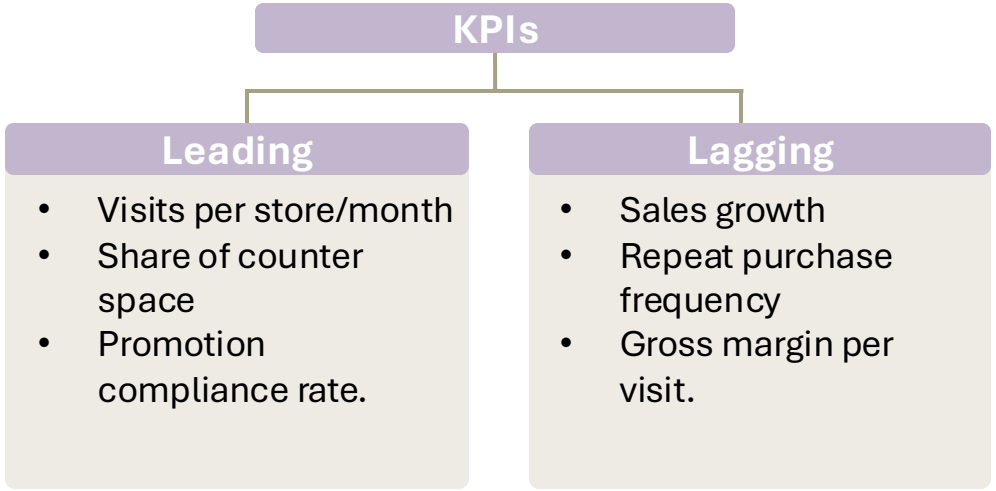
THANK YOU

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APPENDIX: FREQUENCY KPI DASHBOARD

Analyzing key performance indicators for the frequency model and comparing to strategic goals



KPI	Before (Coverage)	After (Frequency)	Goal
Store visits/year	~6	18–24	+3× increase
Share of counter space	~35%	>50%	+15 pts
Sales per visit	€X baseline	+20–25%	Efficiency gain
Rep productivity	15 stores/day	12 optimized stores/day	Higher ROI routes

APPENDIX: PRIORITIZATION RATIONALE

Analyzing key performance indicators for the frequency model and comparing to strategic goals

Digitalizing route-to-market models in fragmented trade

Most CPG companies (75 percent) report deploying a fit-for-purpose route-to-market strategy that considers both channel and geography. But while 78 percent of CPG companies reporting best-in-class route-to-market capabilities use digital tools to track distributor performance, only 18 percent of other CPG companies report doing likewise. This 60-percentage-point gap represents an opportunity to realize benefits from digitalizing or creating an omnichannel route to market (in its entirety or in part) to drive sales growth, unlock new revenue opportunities, achieve operational efficiency, and improve service levels and customer experience.

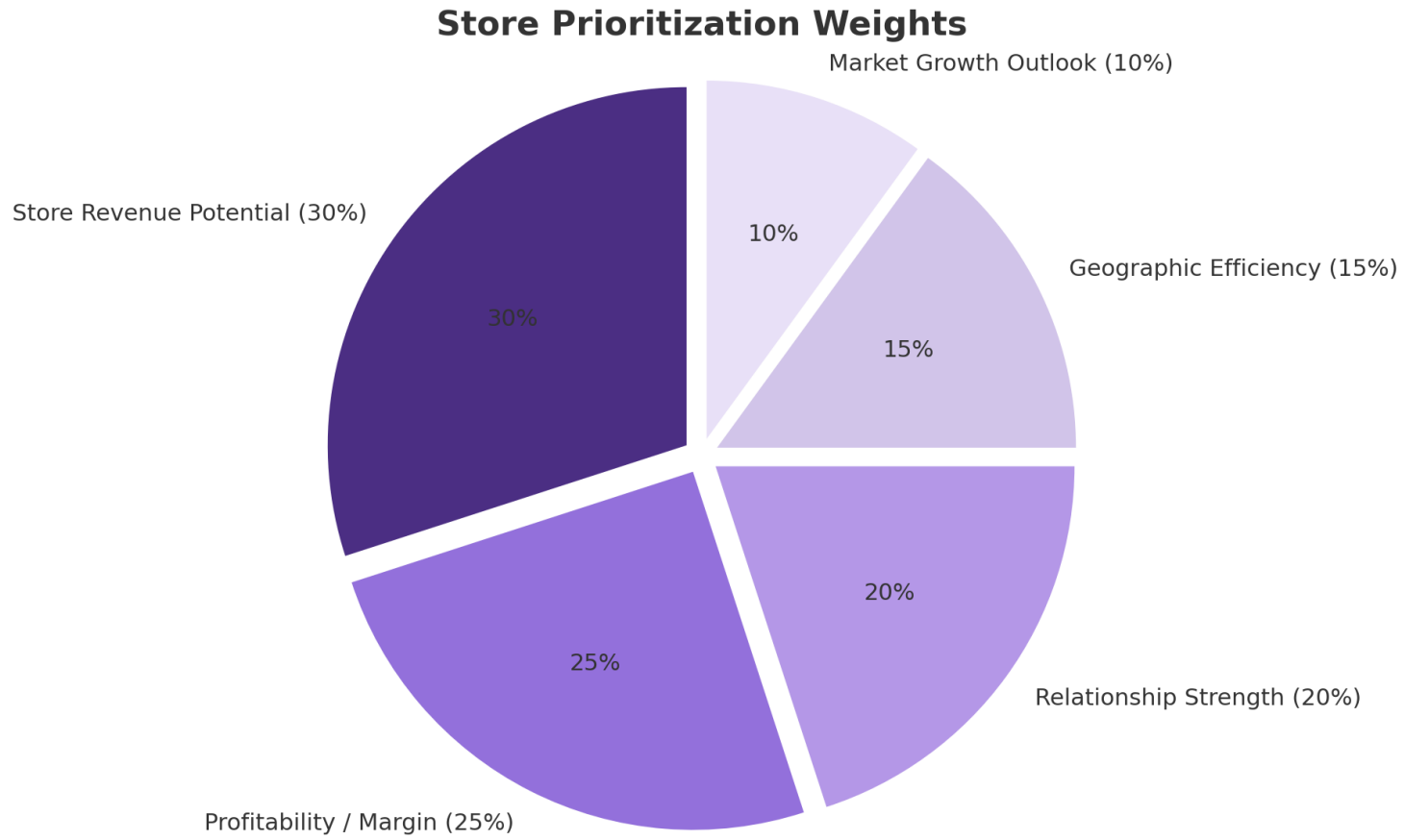
Source: McKinsey

https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/leading-european-consumer-goods-with-commercial-excellence?utm_source=chatgpt.com

Figure D – Indicators frequency and coverage model

Indicator/ Model	Frequency model	Coverage model
Visits per store	High	Low
N° of stores visited	Low	High

APPENDIX: PRIORITIZATION WEIGHT



APPENDIX: PRIORITIZATION

Exhibit 9: Spain's regions population, GDP and Sales from Gum ad Candy

N°	Province	Population	GDP (thousands of €)	% sales of G&C Mondelez
1	***Madrid***	6,489,680	203,602,317	15,4%
2	***Barcelona***	5,529,099	151,144,875	12,7%
3	***Valencia***	2,578,719	54,101,122	6,2%
4	***Alicante***	1,934,127	33,471,685	4,6%
5	***Sevilla***	1,928,962	35,840,865	3,8%
6	***Málaga***	1,625,827	27,727,351	4,3%
7	***Murcia***	1,470,069	28,211,500	2,7%
8	Cádiz	1,243,519	19,917,023	2,8%
9	Vizcaya	1,155,772	33,211,645	2,5%
10	A Coruña	1,147,124	24,437,296	2,6%
11	Islas Baleares	1,113,114	27,338,027	3,1%
12	Las Palmas	1,096,980	21.313.736	---
13	Asturias	1,081,487	21.219.060	2,6%
14	Santa Cruz de Tenerife	1,029,789	19.609.178	---
15	Zaragoza	973.325	24.504.086	2,1%
16	Pontevedra	963.511	18.643.557	1,8%
17	Granada	924.550	15.573.747	1,9%
18	Tarragona	811.401	22.265.468	1,9%
19	Córdoba	805.857	13.305.824	1,5%
20	Girona	756.810	19,940,883	2,0%
21	Guipúzcoa	709.607	21,788,436	1,6%
22	Toledo	707.242	11,852,070	1,4%
23	Almería	702.819	12,808,391	1,5%
24	Badajoz	693.921	10,814,600	1,4%
25	Jaén	670.600	10,850,777	1,3%
26	Navarra	642.051	18,564,204	1,4%
27	Castellón	604.344	13,201,977	1,5%
28	Cantabria	593.121	12,196,091	1,5%
29	Valladolid	534.874	12,450,499	1,2%
30	Ciudad Real	530.175	9,703,698	1%
31	Huelva	521.968	9,027,231	1,1%
32	León	497.799	9,385,455	1%
33	Lleida	442.308	12,183,548	0,8%
34	Cáceres	415.446	6.653.286	0,7%
35	Albacete	402.318	7.227.395	0,7%
36	Burgos	375.657	9.335.516	0,8%
37	Salamanca	352.986	6.613.507	0,7%
38	Lugo	351.530	7.068.924	0,7%
39	Ourense	333.257	6.175.905	0,6%
40	La Rioja	322.955	7.856.431	0,7%
41	Álava	319.227	11.482.207	0,7%
42	Guadalajara	256.461	4.586.844	0,5%
43	Huesca	228.361	5.614.492	0,5%
44	Cuenca	219.138	4.064.879	0,4%
45	Zamora	193.383	3.396.246	0,4%
46	Ávila	172.704	2.998.699	0,3%
47	Palencia	171.668	3.972.455	0,3%
48	Segovia	164.169	3.305.552	0,3%
49	Teruel	144.607	3.323.540	0,3%
50	Soria	95.223	2.192.507	0,2%

Source: INE January 2015 and Mondelez (Sales %)

APPENDIX: MULTI-CATEGORY

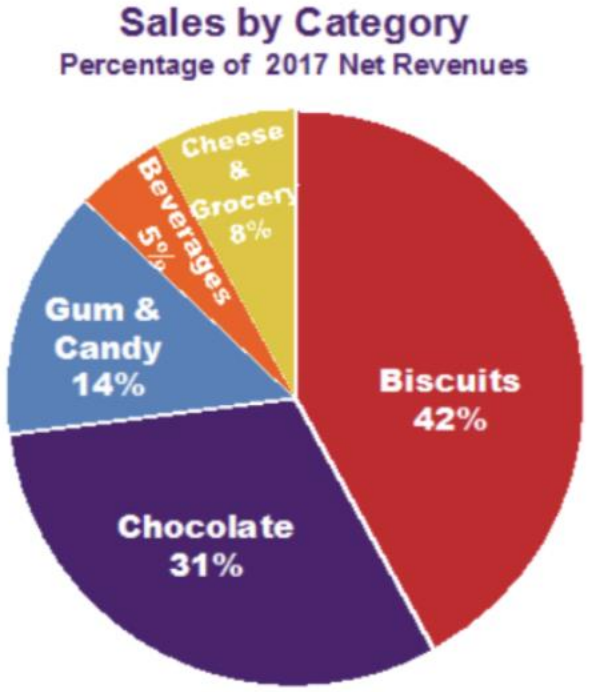


Exhibit 2: Global Financial Results Mondelez 2016

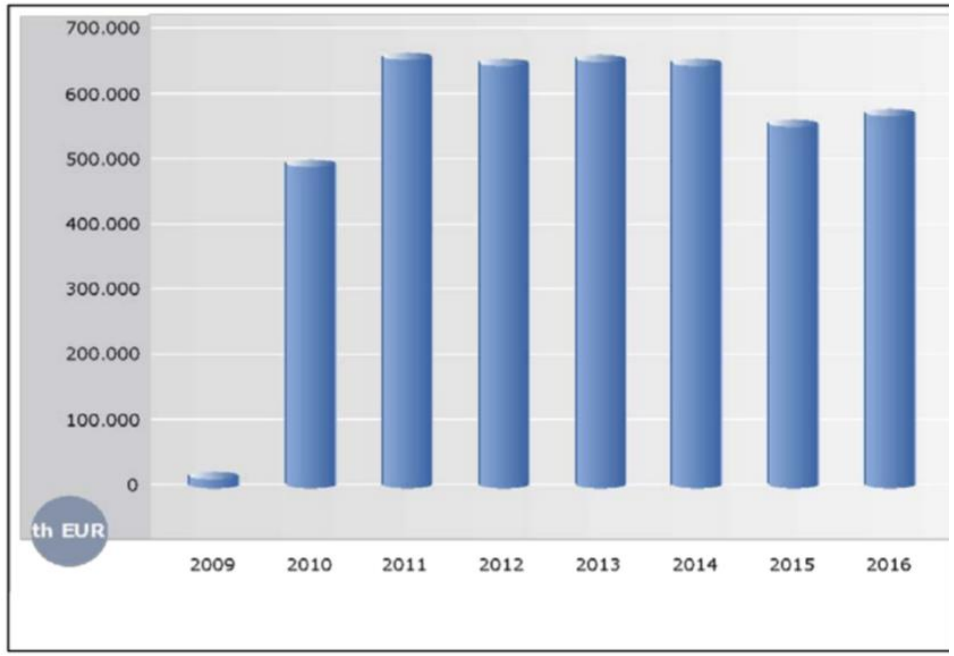
Net Revenue

$ in millions	Reported		Organic Net Revenue Growth		
	Q4 2016	% Change	Q4 2016	Vol/Mix	Pricing
Latin America	$ 864	(31.3)%	3.7%	(3.8)pp	7.5 pp
Asia, Middle East & Africa	1,412	(3.8)	(1.2)	(4.0)	2.8
Europe	2,682	(4.7)	0.7	2.0	(1.3)
North America	1,812	(0.6)	0.4	0.1	0.3
Mondelēz International	**$ 6,770**	**(8.1)%**	**0.6%**	**(0.5)pp**	**1.1 pp**
	FY 2016		**FY 2016**		
Latin America	$ 3,392	(32.0)%	4.8%	(5.3)pp	10.1 pp
Asia, Middle East & Africa	5,816	(3.1)	0.5	(1.0)	1.5
Europe	9,755	(16.4)	0.7	1.1	(0.4)
North America	6,960	(0.2)	1.2	1.4	(0.2)
Mondelēz International	**$ 25,923**	**(12.5)%**	**1.3%**	**(0.3)pp**	**1.6 pp**

APPENDIX: CASE FINANCIALS

Exhibit 4: Financial Results Mondelez Spain

Evolution of a key variable:
Operating revenue / turnover (2009-2016)



Key Financials & Employees

Unconsolidated Accounts	31/12/2017 th EUR	31/12/2016 th EUR	31/12/2015 th EUR
	12 months Qualified Detailed PGC 2007	*12 months Qualified Detailed PGC 2007*	*12 months Qualified Detailed PGC 2007*
Operating revenue / turnover	570.834	554.274	647.611
P/L before tax	-14.212	-15.555	-12.430
Net income	-13.751	-13.982	-15.257
Total assets	303.645	332.042	344.385
Shareholders' equity	175.840	189.591	198.330
Economic profitability (%)	-4,68	-4,68	-3,61
Financial profitability (%)	-8,08	-8,20	-6,27
General liquidity	1,50	1,37	1,37
Indebtness (%)	42,09	42,90	42,41
Number of employees	326	391	449

APPENDIX: Assumptions

Core Commercial Assumptions				
	Low	Base	High	Notes
Gross Margin %	0.35	0.4	0.43	
Cannibalization %	0.08	0.05	0.03	Share of new chocolate or biscuit profit that repaces gum and candy profit
Months Active to December for Pilot	5	6	7	Low: Aug Launch; Base: July Launch; High: June Launch

Field Capacity & Cadence Assumptions				
	Low	Base	High	Notes
Daily store vists per sales rep	14	15	16	Range around the stated capacity
Workdays per month	19	20	21	Tagets visits per store per year
Target vists per store/ per year	10	12	15	
Annual visit capacity	3192	3600	4032	Total number of store vists one sales rep can make a year
Manageable stores per rep	319	300	269	Calculated stores a rep can actively manage at the chose visit cadence

Frequency Model uplift Assumptions				
	Low	Base	High	Notes
A tier Uplift percent on sales per store	0.03	0.06	0.09	Monthly vists and hot zone placement
B tier Uplift percent on sales per store	0.02	0.04	0.06	Regular vists and POS support
C tier Uplift percent on sales per store	0.01	0.02	0.03	Indirect coverage via wholesalers

Multi Category Pilot Assumptions				
	Low	Base	High	Notes
Chocolate units per store per month	20	30	40	Milka impulse bars, start small and scale
Chocolate Price Euros	1.20	1.20	1.20	Avg shelf price for a single bar
Biscuit units per store per month	0	10	20	Oreo Snack packs
Biscuit price Euros	1.00	1.00	1.00	Low impulse price point
Merchandising Kit	10.00	25.00	50.00	Counter display unit
Training	10.00	18.00	28.00	One time in store coaching/briefing
Extra Setup	8.00	12.00	18.00	Quick follow-up visit to adjust displays/help
One-time total	28.00	55.00	96.00	Sum of kit, training and setup

Execution reality Assumptions				
	Low	Base	High	Notes
Compliance rate	0.7	0.85	0.95	
Adoption rate	0.75	0.9	1	
Photo verified payout rate	0.85	0.95	1	
On shelf Availablity	0.92	0.95	0.98	
Ramp in month 1	0.6	0.8	1	

APPENDIX: RTM Frequency

Current stores/rep	814
Target stores/rep	300
Shrink factor	0.37
Sum of Shares	0.343
Estimated stores you currently cover	
Madrid	31,429
Barcelona	25,918
Valencia	12,653
Stores we plan to keep actively covering	
Madrid	11,583
Barcelona	9,552
Valencia	4,663
Total stores we plan on activerly covering	25,799
Gum and Candy Euro Allocated to top-3	€ 12,361,999.20
Base Euro/store	€ 176.60

Per store uplift		
A-tier	€	10.60
B-tier	€	7.06
C-tier	€	3.53
Applying tier mix		
A-tier		7,740
B-tier		12,899
C-tier		5,160
Incremental revenue		
A-tier	€	82,008.35
B-tier	€	91,120.39
C-tier	€	18,224.08
Total	**€**	**191,352.81**
Incremental gross profit annually	€	76,541.13
(monthly)	€	6,378.43
for our timeline 6 months (start in july)	**€**	**38,270.56**

APPENDIX: Multi-category Pilot

effective revenue per store per month		
Chocolate	€	36.00
Biscuits	€	10.00
sum	€	46.00
After On Shelf Availability	€	43.70
After compliance	€	37.15
Effective Revenue per store per month	**€**	**37.15**

Gross Profit per store	€ 14.86	
Net store	€ 14.12	
Verified stores	1530	
Program net to december	€ 45,426.62	
Payback time	3.9	months
Monthly net profit	**€ 21,596.10**	
Net profit to december	€ 129,576.62	
Net profit annually	€ 259,153.24	
Intital investment	€ 84,150.00	
Program net profit to December	**€ 45,426.62**	

APPENDIX: Costs

One time setup				
Merch kit	€	25.00		
Training	€	18.00		
Extra setup/follow up	€	12.00		
Total	**€**	**55.00**		
One time setup				
A-tier visability bonus	€	15.00		
B-tier free productio/POS allowance	€	12.00		
Program cost to December				**Annually**
A-tier on 1,530 stores	€	137,700.00		€ 275,400.00
B-tier on 1,530 stores	€	110,160.00		€ 220,320.00
C-Tier on 1,530 stores	€	36,720.00		€ 73,440.00
One time setup	€	84,150.00		€ 168,300.00
Total cost to december	**€**	**368,730.00**		**€ 737,460.00**

APPENDIX: Incentive ROI

				Incentive	Expected uplift		
Verified Store	1530		Tier A	€ 15.00	€ 80.00		
Effective Months	6		Tier B	€ 12.00	€ 50.00		
Margin	0.4		Tier C	€ 4.00	€ 20.00		
Compliance scaler on uplift	0.85						

TILL DECEMBER (6 months)

	Incentive	Expected uplift	Breakeven	Gross Profit	Cost	Net	ROI
Tier A	€ 15.00	€ 80.00	€ 37.50	€ 249,696.00	€ 137,700.00	€ 111,996.00	81%
Tier B	€ 12.00	€ 50.00	€ 30.00	€ 156,060.00	€ 110,160.00	€ 45,900.00	42%
Tier C	€ 4.00	€ 20.00	€ 10.00	€ 62,424.00	€ 36,720.00	€ 62,424.00	59%
Totals				€ 468,180.00	€ 284,580.00	€ 220,320.00	

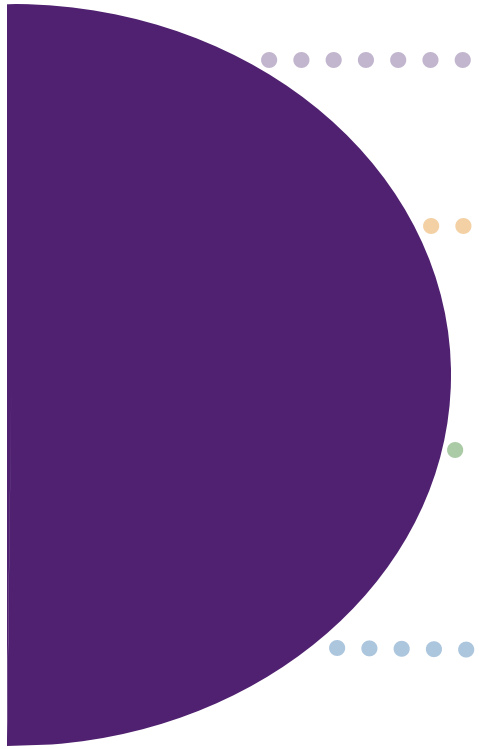
Annually

	Incentive	Expected uplift	Breakeven	Gross Profit	Cost	Net	ROI
Tier A	€ 15.00	€ 80.00	€ 37.50	€ 499,392.00	€ 275,400.00	€ 223,992.00	81%
Tier B	€ 12.00	€ 50.00	€ 30.00	€ 312,120.00	€ 220,320.00	€ 91,800.00	42%
Tier C	€ 4.00	€ 20.00	€ 10.00	€ 124,848.00	€ 73,440.00	€ 51,408.00	70%
Totals				€ 811,512.00	€ 495,720.00	€ 315,792.00	

APPENDIX: BEAT THE COMPETITION

How to reward for visibility

Rationale
Rewards go beyond cash or rebates: they also encourage cross-category trial to expand Mondelez's shelf footprint.



Reward 1

Category-linked rewards: For example, a store meeting gum visibility targets receives a free box of Milka Minis or Digestive biscuits to test new SKUs

Reward 2

Cash-back or rebate incentives: €10–€25 per month for achieving ≥ 60 % Mondelez share-of-counter

Reward 3

POS & display assets: Branded racks or signage for sustained visibility

This approach transforms rewards into cross-selling tools, helping Mondelez place new products where visibility is already proven — increasing total category share, not just gum.

APPENDIX: BEAT THE COMPETITION

How to motivate wholesalers– "Create Portfolio Loyalty"

Rationale
Wrigley wins through exclusivity and cash-heavy deals. Mondelez will compete by building long-term loyalty with wholesalers by rewarding portfolio breadth, shared planning, and data transparency

Step 1 – Portfolio-Based Rebates

Instead of giving bonuses based purely on volume of gum sold, Mondelez gives tiered rebates based on SKU breadth to encourage wins in other categories as well.

Tiers attached on next slide

Step 2- Joint Business Planning (JBP)

Every quarter, Mondelez and key wholesalers hold a short co-planning session:

Review sales data (from SR and distributor reports).

Agree on promo calendars (so field reps and wholesalers push the same SKUs).

Discuss visibility goals

Step 3 - Data Sharing & Early Access

Top-performing wholesalers get access to new SKUs early (for example: Milka new flavor before national rollout).

APPENDIX: BEAT THE COMPETITION

Group promotion tiers

Tier	*Criteria*	*Reward*
Gold	Carries gum, chocolate, and biscuits	3% rebate + early access to new launches
Silver	Carries gum + 1 other category	2% rebate
Bronze	Only gum or candy	1% rebate

APPENDIX: BEAT THE COMPETITION

Research

Replace freebies with visibility for value
POPAI Shopper Engagement (Mass Merchant, 2014)
https://cdn2.hubspot.net/hub/73834/file-1640923392-pdf/docs/popai_-_2014_mass_merchant_shopper_engagement_study.pdf
Takeaway: When a display is present, **sales lift index ≈ 1.4** ≈ 40% higher sales

How Incentive Pay Affects Employee Engagement, Satisfaction, and Trust (HBR, 2017)
https://hbr.org/2017/03/research-how-incentive-pay-affects-employee-engagement-satisfaction-and-trust?
Shows that cash incentive structures affect engagement, trust, and satisfaction, so incentive design matters (not just amount)

APPENDIX: BRANDING

Mocking up Merchandising Kits

A 2014 Compliance Initiative Study by Shop! states retail displays in the mass merchant channel contributed to a 32 percent increase in product sales.







APPENDIX: SEASONAL BRANDING

Seasonal packaging like these drives impulse sales through freshness and limited-time appeal. In Spain, Mondelez can adapt this approach for local holidays (example: Christmas), creating timely excitement and rotating shelf visibility throughout the year.





APPENDIX: *COLLAB LAUNCHES*

Seasonal and celebrity collaborations can create limited-edition buzz and high-impulse visibility. These campaigns refresh shelves, attract new/old consumers.



