Unlocking Growth From Within: A CPG Guide To Decision-Back™

Decisions are your company's most valuable asset.
It's time to release their full potential.

Cloverpop
by CLEARBOX DECISIONS, Inc.

Executive Summary

The CPG Industry Is Facing Unprecedented Change

Disruptive consumer and supply-chain forces, budget pressures and declining employee tenure are driving CPG executives to rethink their decision-making processes. Rapidly changing marketplace realities require faster and better decisions for leaders to hit their growth targets. In addition, budget pressure forces leaders to make the most of existing or reduced resources to develop recommendations to make higher-quality decisions. Meanwhile, increased employee churn is accelerating the need to capture organizations' tacit decision knowledge and track the results of specific choices to improve short- and long-term performance. Accelerated by COVID, the CPG industry is more volatile, uncertain, complex and ambiguous (VUCA) than ever before.

Companies can address these challenges with a Decision-Back™ approach that creates a complete, actionable map of commercial decisions required to achieve our business goals. This map aligns the organization with a fast and consistent decision-making process driven by intuition, experience and data-driven insights.

Decision-Back Delivers Game-Changing Results

Companies implementing this approach make faster decisions with better and more predictable results, see a much higher return on their technology and analytic investments, and dramatically improve employee engagement.

Results:

- 3 percentage points EBITDA improvement.[1]
- 4.8X higher shareholder return over five years.[2]

By:

- Doubling the rate of successful decisions.[3]
- Cutting average decision time by up to 75%.[4]
- Reducing wasted analytics spend by 60%.[5]
- Improving employee engagement by 50%.[6]

How Decision-Back Works

The Decision-Back approach optimizes decision-making as the main principle for predictably achieving business and financial goals. Decision-Back treats decisions like strategic assets and decision-making like a measurable business process.

Decision-Back treats decisions like strategic assets and decision-making like a measurable business process.

1. *Gartner*
2. *Bain & Company*
3. *Harvard Business Review*
4. *Cloverpop Research*
5. *4I Research*
6. *UK Institute for Employment*

The process maps the critical decisions that drive goal achievement at all levels. Before deciding, it assesses the judgments, insights and analysis needed to make recommendations. After deciding, it assesses the results of specific decisions to ensure leaders, managers and employees learn and improve individual decision-making and overall organizational performance.

The Decision-Back process:

1. For each ***commercial goal***, map every associated ***critical decision*** made across the relevant functions.
2. For each ***critical decision***, create a complete ***decision tree*** of key business issues, judgments, insights, and data analyses that tie back to the decision.
3. For each ***decision tree***, assign the decision facilitators who will make recommendations and decision-makers responsible for the ***decision result***.
4. For each ***decision result***, look back across the entire ***decision-making process*** to drive continuous learning and performance improvement.

Similar to a consulting approach, the Decision-Back process establishes a systematic way to develop recommendations. The big difference is that executives can implement it for all critical commercial decisions, not just ad-hoc consulting projects.

Decision-Back can begin with your core brand's most important commercial goal or just a subset of the most critical decisions. From there, it can expand across brands and functions for complete coverage of the choices that drive business and financial performance.

Ready to take the next step in your Decision-Back journey?

We can help! Visit us at www.cloverpop.com

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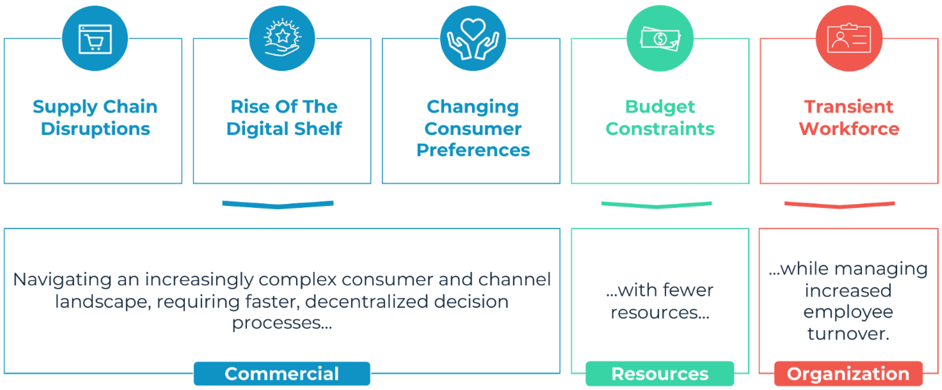
Decision-Back establishes a systematic way to develop recommendations.

The CPG Landscape

The consumer packaged goods (CPG) industry is experiencing unprecedented change.

Covid-19 sent supply chains into disarray.

Covid-19 and the proceeding recovery sent shockwaves through global supply chains. Nervous shoppers loaded up pantries and freezers while nationwide lockdowns led consumers to dine at home. According to McKinsey research, packaged food and beverage sales through the retail channel grew by 12% in 2020 alone, more than the previous four years combined. As the country stabilized and began its long path to recovery, global supply chains have struggled to keep up. Factory shutdowns and limited shipping capacity have forced consumer goods companies to make difficult decisions including which customers and channels to prioritize, how to minimize out-of-stocks and which SKUs to discontinue.



The digital shelf is growing rapidly.

Consumer adoption of online shopping has accelerated on a massive scale -- in the past year, online shopping delivered 15-30% growth across all consumer categories, elevating the battle for the digital shelf. As a result, retailers have a strategic imperative to develop offerings for omnichannel shopping such as BOPIS (buy online, pick up in store) and direct delivery.

Brand loyalty is declining thanks to struggling supply chains.

Supply chain issues have caused significant out-of-stocks, leading consumers to leave trusted brands for available ones. As a result, on-shelf availability has delivered a telling blow to brand loyalty.

Consumer preferences are changing dramatically.

Consumer consumption behavior changes have whiplashed plans and forecasts. For example, consumers are leaving behind once-popular on-the-go products as they spend more time cooking at home and seeking products that emphasize ingredient transparency. Such shifts are forcing companies to rethink both their product portfolios and pack offerings.

Shutdowns and snarled logistics strained every aspect of CPG businesses.

Budgets are declining in the face of market uncertainty.

The uncertain economic outlook has led CPG executives to implement budget cuts, which have impacted brands and companies across all CPG categories. Having to navigate a more dynamic and complex environment, leaders and managers face increased pressure to drive growth with fewer resources; the classic, "do more with less" conundrum.

The future of work brings a remote, transient workforce.

Organizational behavior changes are complicating the situation as employees put a premium on independence. After skipping the daily commute for a year or more, many are reluctant to return to the Monday through Friday in-office routine. The 2021 Future of Work survey conducted by PwC showed that one-third of companies will implement a mix of hybrid, fully remote, and in-person work models, and another 22% will introduce fully hybrid or remote models. As a result, managers must corral teams, wrangle data, and make more complex decisions over Zoom, chat and email.

Shorter employee tenures and contractor-based roles are a significant challenge for executives who need to capture, protect and propagate institutional knowledge. Executives have already begun these efforts. The PwC study found that 48% of executives plan to change processes to become less dependent on employee institutional knowledge.

The Challenge Ahead

CPG leaders must navigate a more ***volatile, uncertain, complex and ambiguous*** (VUCA) commercial landscape with ***fewer resources*** while leading an ***increasingly transient workforce***. Unfortunately, COVID has only accelerated these changes.

These macro-forces will fundamentally change how organizations manage their decision processes. The need to respond to consumers faster demands an accelerated time-to-decision. Under budget pressures, managers will have to develop high-quality recommendations using current tools and resources. Organizations will have to capture decision-making knowledge along the way to learn from near-term results and improve performance in the long run.

To adapt to this new normal, organizations must rethink their decision-making processes.

Half of executives plan to change processes to become less depending on tacit employee knowledge.

The Size Of The Decision Prize

Enterprises make millions of decisions.

Cloverpop is working with a large global CPG company to establish a Decision Lab to drive growth and innovation by improving their decision-making practices. Their justification: within their company, decision-makers across hundreds of brands make ***one million business decisions every quarter***, or eight choices every minute, twenty-four hours a day, seven days a week. The problem is just too big to ignore.

The opportunity cost of poor decision-making is massive.

A 2019 Gartner study found that decision-making improvements at S&P 500 companies can drive an ***absolute EBITDA increase of 3% or greater***. That represents a 30% improvement based on the average EBITDA of S&P 500 firms or a $700 billion opportunity in EBITDA expansion for S&P 500 companies.

In addition, companies waste vast sums of time and money on underutilized insights and analytics. Our research shows that bottom-up and top-down decision-making approaches ***squander approximately 60% of insight and analytics budgets*** and result in an additional $250M in lost productivity each year for typical Fortune 500 companies.

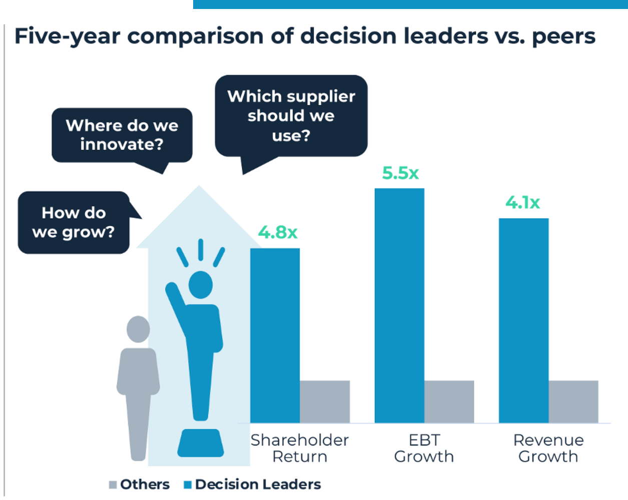
Good decisions accelerate growth.

While executives must continue to look externally to achieve growth targets, there is a vast opportunity to grow and remain competitive by looking within! According to the Bain & Company Global Retooling Survey conducted in 2020, "decision leaders" companies with high decision effectiveness ***outperformed peers by 4 to 5 times on shareholder return*** and EBT and revenue growth over five years. Few external growth opportunities even come close.

95%

Correlation between **Decision Effectiveness** and **Financial Results**

Source: Bain Global Retooling Survey 2020 (n=953)



Leaders at a global CPG company estimated that their brands make one million business decisions every quarter.

Why Decisions Are Broken

The McKinsey Organization Insight Survey showed that almost three-quarters of executives say their organizations make bad decisions as frequently as good ones. Only 20% of employees believe their firms excel at decision-making. A majority of leaders report that decision-making is inefficient.

POOR QUALITY	INCONSISTENT	INEFFICIENT
Just 1/5 excel at decision-making	Almost ¾ say they make bad decisions as frequently as good ones	68% of managers and 57% of C-Level executives report decision-making is inefficient

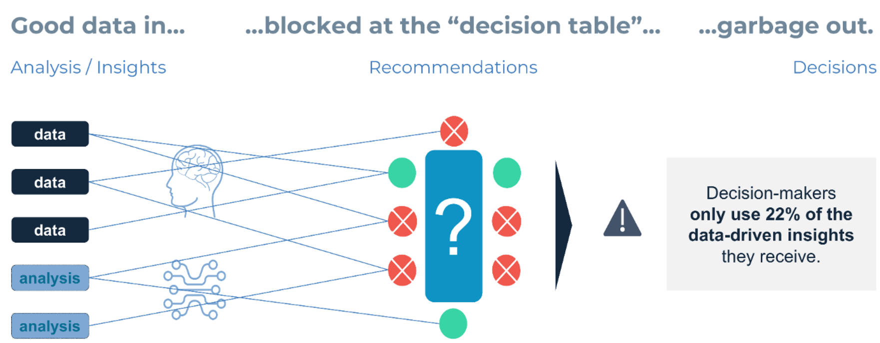
Source: McKinsey Organization Insight Survey – Decision-Making In The Age Of Urgency

Behavioral and organizational factors contribute to the problem. Our prior research dug deep into behavioral factors:

- HBR Checklist For Making Faster, Better Decisions
- Udemy course How To Make Faster, Better Decisions At Work
- Cloverpop's previous white papers 7 Breakthrough Decision Practices For Top Companies and Hacking Diversity With Inclusive Decision-Making

This paper focuses on organizational factors, especially the shortcomings of common bottoms-up and top-down approaches to decision-making, including:

Data-To-Decision Disconnects: Bottom-up analytics teams frequently generate analyses and insights that do not directly address critical decisions facing their brands and businesses. Top-down decision-makers often ignore the results, meaning data-driven insights and recommendations never make it to the people sitting around the "decision table."



Source: GrowthAQ 2018 IDE Value Assessment of 85 companies in CPG, Retail, Pharma, Insurance, Tech, B2B

Coordination Collapse: Bottom-up decision teams can push decision-making to the edge of organizations, but ensuring a big picture view of complex cross-functional collaboration is difficult, especially with an increasingly remote and transient workforce. Top-down decision-makers can cut through complexity with big picture thinking, but maintaining command of every related detail is overwhelming. Moreover, such executive action cuts important stakeholders out of the process, hurting employee ownership, buy-in, engagement, execution and performance.

Analytics teams don't address decisions, so decision-makers ignore their input.

Declining Institutional Knowledge: Bottom-up decision-making increases the risk of tacit execution “know-how” draining out of the organization as employee tenures shorten. Top-down decisions increase the risk further by concentrating the knowledge in a few people.

Lack Of Tracking And Learning: Few organizations systematically track critical decisions, leaving no definitive record of what was decided, how it was made, and what happened. This lack of transparency hides decision-making shortcomings and holds the organization back from learning and improving in the future.

These problems are widespread with massive business and financial impacts, driving an urgent need to implement Decision-Back practices.

Few companies track decisions, leaving no records, capturing no knowledge and failing to learn.

Decisions As The Foundation

As challenges get larger and more complex, it helps to get back to basics.

Decision-making matters.

A landmark Bain study showed a 95% correlation between a company’s decision effectiveness and financial performance. Decisions directly impact our efforts to drive performance and growth, so how organizations make choices dictates their business and financial results.

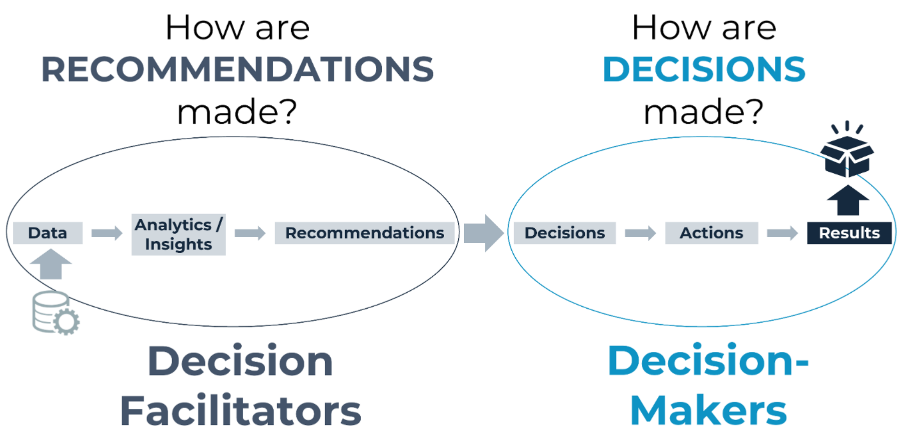
Financial performance is 95% correlated with decision effectiveness.

Leaders have invested in better decision-making with varied results.

Over the past several decades, organizations applied vast resources in attempts to improve decision success. Executives poured investment into new “where to play” initiatives to identify growth opportunities, social listening to better understand consumers, revenue management to optimize margin and a slew of other projects. Billions are spent on new information technology and analytic capabilities to help make better decisions. Yet, companies waste 60% of that investment because the resulting analysis and insights generated are not tied directly to decision-making and business results.

The lack of learning from past decisions compounds the issue, leading to stasis in our approach to decision-making. We must remember that decision-making is a human endeavor at its core. Our IT systems help organize our data, but with no concerted effort to capture the human element. While data and analytics support the decision-making process, intuition and experience will always play a role.

To understand what must change, think of your commercial activities as operating across a decision value chain that involves two prime movers: decision facilitators and decision-makers.



Decision facilitators use data to make recommendations.

Their work breaks down into three simple questions:

- Data: What relevant data signals do you have?
- Analysis & Insights: Why are these data signals important?
- Recommendations: Now what should you do based on a complete view of these insights?

The decision facilitator camp includes the insights, analytics, IT, and strategy teams that develop the infrastructure, collect and analyze data and develop recommendations for decision-makers to act on.

Decision-makers own the decisions these recommendations support.

Decision-makers own downstream relationships and oversee a combination of decisions that drive their brands and businesses. They develop a holistic assessment of a situation and then take, adjust or reject the recommendations:

- Decisions: What did we commit to doing?
- Actions: Now what do we need to do?
- Results: How did results compare to expectations after implementing the decision, and what did we learn to improve future decision-making?

Decision-makers include general managers, brand managers, and sales leaders responsible for choices ranging from pricing and positioning changes to new product launches and acquisitions.

Maintaining discipline is challenging.

While this decision-making model is simple, execution is complex! As a result, real-world decision quality is mixed, leaving a massive source of company value untapped.

Introducing The Decision-Back Approach

Leaders of commercial functions (sales, marketing) describe being customer-centric as thinking “customer-back.” Similarly, commercial leaders and managers seeking to unlock decision-making value should think Decision-Back.

The Decision-Back approach uses effective decision-making as the organizing principle for achieving business and financial goals. Decision-Back treats decisions like strategic assets and decision-making like a measurable management process.

What is it?

The Decision-Back approach involves creating a complete map of commercial decisions required to achieve business and financial goals, then using the map to align employees around an efficient decision-making process driven by relevant analyses and insights.

How does it work?

Implementing Decision-Back requires four steps:

1. For each ***commercial goal,*** map every associated ***critical decision*** made across the relevant functions and departments.
2. For each ***critical decision***, create a complete ***decision tree*** of key business issues, insights and intuition, experience and data-driven analyses that tie back to the decision.
3. For each ***decision tree***, assign the decision facilitators who will make recommendations and decision-makers responsible for the ***decision result***.
4. For each ***decision result***, look back across the entire **d*ecision-making process*** to drive continuous learning and performance improvement.

Looking back from goals to the decisions that drive goal achievement to the insights and analysis required for those decisions creates a predictable, fast, high-quality decision process. Then, looking back at the final decision outcomes ensures meaningful organizational and employee learning and performance improvements.

Decision-Back implementations can start with the most important commercial goal for a core brand or line of business, or a subset of the most critical decisions, and then expand to complete coverage of the decisions that drive business and financial performance.

Decision-Back creates a complete map of commercial decisions, then aligns teams around an efficient decision process.

The first phase of a Decision-Back initiative involves creating individual decision trees. Each tree is a holistic framework defining the decision and the insights that inform it and then connects the data and information sources needed to feed those insights. The decision tree creation process involves cross-functional teams with direct experience and input since the goal is to create decision trees that teams use to work collaboratively to build real-world recommendations.

These trees ensure that decision-makers receive information and perspectives from various functions and departments within the greater context of the decision. The Decision-Back approach ensures decision facilitators align with the goal, more effectively connect the dots, and are even more engaged in the recommendation development process with a sense of ownership for the quality of their recommendations and the ultimate business outcomes. In practice, the process directly speeds time to conclusion, improves decision quality and increases employee engagement.

Decision-Back delivers faster action, improved results and increased employee engagement.

Decision-Back For CPG Growth

CPG leaders align their strategies, initiatives and resources around fundamental business goals; chief among them is the never-ending pursuit of growth. Leaders think about growth goals in terms of market share, incremental sales/volume and profitability. Each target measure highlights a set of levers that managers can pull to achieve growth. For example, suppose market share is the target. In that case, managers may consider reducing price to drive unit sales or beat out competitors by increasing trade spending to accelerate distribution or lower shelf price. Alternatively, if profit is the objective, they may reduce packaging or other input costs or increase price to improve gross margin.

These levers highlight the critical decisions that drive growth. For example, increasing market share may involve choices on trade, distribution and competitive analysis, while increasing net sales may require choices around product mix, innovation, and advertising spend. The Decision-Back approach uses those decisions to coordinate the people involved and the data and research needed to inform analyses and generate insights.

Market Share	Increase Profitability	Increase Net Sales
Distribution	Product / Packaging	Innovation
SKU Optimization	Pricing	Advertising Spend
Pricing	SKU Rationalization	Advertising Creative
Promotion	Promotion	Product
Competitive Activity	COGS Optimization	Packaging
		Brand Relaunch

Mapping The Decisions

As an example, using the Decision-Back approach to map out a set of critical decisions for the functional goal to ***increase profitability*** involves these steps:

1. **Identify the Levers:** Intuitively, CPG leaders know that to increase profits, they must increase sales and hold or improve margins and decrease costs and reduce unproductive products while improving gross and operating margins. The specific levers involved include product/packaging, pricing, SKU rationalization, advertising and consumer/trade promotion, and cost management.
2. **List the Decisions:** For each lever, we list the critical decisions to be made. For example, for product and packaging, we can ask, "Can we reduce the product formulation and/or packaging without alienating customers?" Similarly, for pricing, the company must decide, "Can we increase product price without losing too much volume?"
3. **Describe the Business Issues:** We can then break each decision down into a decision tree of key business issues requiring analysis-based insights, the key performance indicators (KPIs) to inform those insights, and the data sources to provide metrics for those KPIs.

When thinking through what levers to pull, CPG leaders can use these comprehensive decision maps to know what decisions to make, what information is required, and which teams should be involved.

Decision Maps:

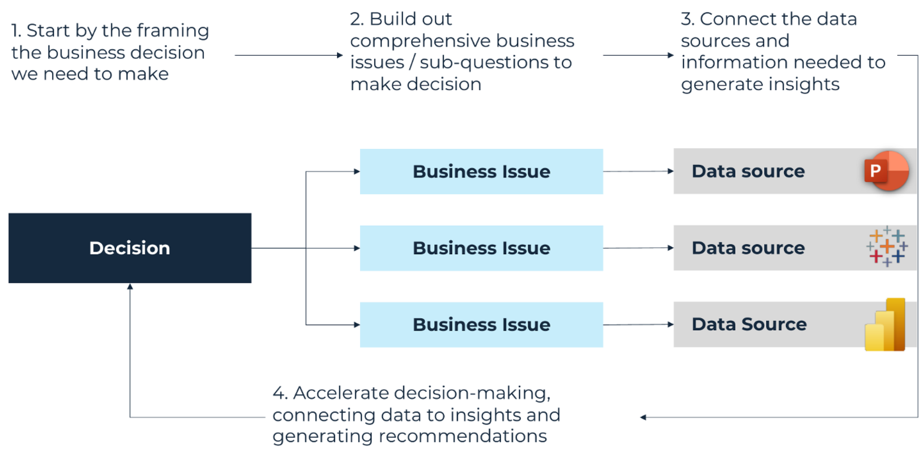
The decisions to make, the data required, the people involved.

Functional Goal	Levers	Decisions	Business Issues / Insights	KPIs	Data Sources
Increase Profitability	Product/ Packaging	Can we cost reduce the product formulation and/or packaging without alienating consumers?	Are there alienation or product issues with the reduced-cost product?	parity product performance vs. current-pi, attributes, satisfaction	product test, cost analysis
	Pricing	Can we increase product price without losing too much volume?	What is the price/volume trade-off at different prices?	price elasticity	price elasticity & optimization
	SKU Rationalization	Will the cost savings outweigh any loss through SKU rationalization?	What SKU's can we eliminate without alienating consumers?	substitutability, gain/loss analysis	SKU optimization
	Promotion	Can we decrease the number, frequency or value of promotions without losing consumers?	Can we maintain sales with fewer, less frequent, lower value promotions?	ROI/ contribution to sales, scenario simulations	marketing mix
	Cost Management	How should we respond to commodity cost increases?	Can we improve purchasing efficiency or pass costs on to consumers/channel?	direct ingredient cost, price elasticity, portfolio mix	R&D cost projections, price elasticity

Creating The Decision Trees

Once we map the critical decisions, we can begin building out trees for each one. This process involves four key steps.

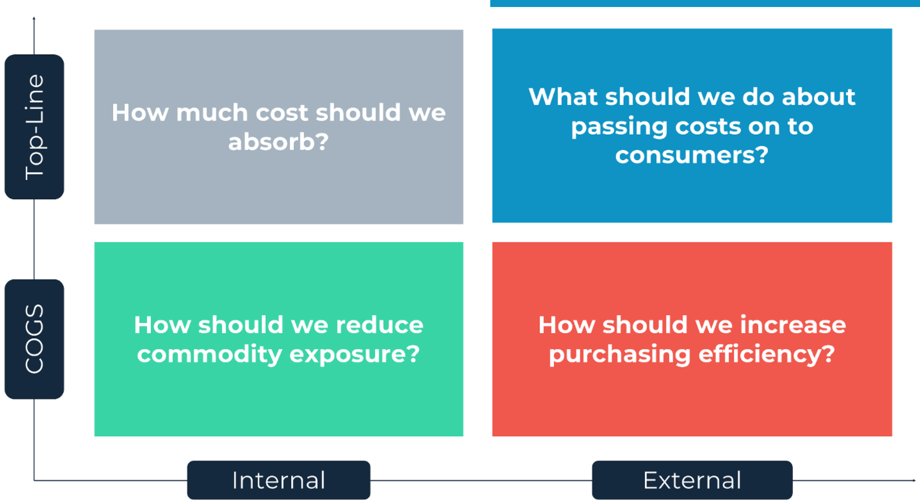
1. Frame the critical decision to be made.



Write out the decision in question form. Does the question get to the heart of an issue, or is it part of a bigger problem we are trying to solve? Is it actionable? It is good practice first to write down the context for the choice. What is the problem, complication, or change we are facing? Then write the question with open-ended framing by starting with "How should we [solve the problem]?" or "What should we do about [the problem]?"

When taking a problem-centric view of decisions, we often find that what seems like one overarching decision is a system of interrelated choices. For example, when looking at the cost management lever, many CPG companies face the overarching decision, *"How should we respond to commodity cost increases?"* That is a large and complex challenge, and it is essential to consider all the significant factors involved. Breaking such decisions apart into their fundamental elements helps avoid the mistake of leaping to the wrong conclusions and ensures that decision-makers consider a complete set of insights and choices.

To do this, we develop a framework. Addressing rising commodity costs includes "Top Line" choices such as "How much cost should we absorb?" or "What should we do about passing costs on to customers?" Cost inputs also require COGS choices such as "How should we reduce commodity exposure?" and "How should we increase purchasing efficiency?" These four critical decisions holistically address all key elements that drive the overarching problem of commodity cost increases.



2. Create the decision tree.

> **Detailed trees reduce gray areas, guiding teams to gather relevant insights and make recommendations quickly.**

Once we frame each decision, we break it down into key business issues that drive it to create more digestible questions that individuals and teams can address. For instance, the decision, "How should we increase purchasing efficiency?" is addressed by answering, "Can we negotiate pricing?", "Can we lower costs via hedging / futures contracts?" and "Are there more strategic options to consider?"

We can further break these business issues down into sub-questions if needed. More detailed sub-questions reduce gray areas and guide team members to gather relevant analyses and insights to answer these questions.

Lever	Decisions	Business Issues	Sub-Questions
Cost Management	How should we increase purchasing efficiency?	Can we negotiate pricing?	Will vendor consolidation / diversification provide leverage?
			Can we Improve pmt. terms, volume discounts, etc...?
			Can we lower auxiliary cost (shipping, increase purchase quantity, etc)?
		Can we lower costs via hedging / futures contracts?	What is the anticipated horizon of increased costs, are they here to stay?
		Are there more strategic options to consider?	Should we consider vertical integration?
			Do we consider direct-source purchasing?
	How should we reduce commodity exposure?	Can we reformulate product?	Is there an alternative input to the commodity?
			Can we lessen amount of commodity in formula/ change package sizing?
		Can we shift mix to higher value add products?	If cost increase is long term which products have lower % of comm. in COGS/price?
	What should we do about passing costs on to customers?	How much more would customers pay?	What will volume change be (elasticity) if we increase price?
			Will we cross price thresholds? What will be impact?
			What is the level of loyalty / brand love?
		What would customers do?	What are product alternatives? Category substitutes?
			What is the risk of cross-subcategory trade-down?
		What will our competitors do/ already doing?	Do our competitors have same commodity cost exposure?
			What pricing actions have / will our competitors take? When?
			Is this a category event – all category players moving together?
	How should we handle channel impact of price increases?	What will retailers do?	Will retailers reflect full / partial / none of our pricing action? When?
			What will retailer reaction be to price change (too large/small)?
		Are there retailer specific dynamics?	is there channel specific distribution risks?
			Is there retaliatory risk that we need to consider?
	How much cost should we absorb?	How much can we absorb and maintain required margin?	How much cost can we absorb and maintain a margin requirement?
			Is there any strategic benefits of dropping below margin req?
		How much can we absorb and maintain brand position?	Is there a long-term impact to our brand or other marketing levers ?
			Is there an opportunity to gain share from competition?

An important note: *By "decision tree," we mean a logical visual representation of decision drivers (i.e., business issues and related sub-questions) and not a statistical model.*

3. Connect data sources needed to generate relevant insights.

We only start connecting data required *after* creating a complete decision tree that describes all key business issues and sub-questions. This clarity makes data collection, research and analyses activities far more efficient. Most importantly, once we place the trees in the hands of decision facilitators, this complete set of business issues ensures that the insights generated by the team support recommendations that directly address the critical decisions faced by brands and businesses.

4. Facilitate cross-functional collaboration to provide insight-driven recommendations.

The first three steps are all about structuring and collecting information in a decision tree to help make a recommendation that considers all key factors. Then, coordinated by a decision facilitator, cross-functional team members are assigned specific "branches" to complete. The team works together to synthesize information, come to conclusions, and work back up to recommend the solution to the decision.

The final step is to make the decision. The most common push-back we hear when companies consider using trees for choices is, "This makes sense, but we can't forget about the politics and emotions that go into decisions." People are people, and corporate politics are nothing new -- many decision-makers approach critical decisions with a view of what is best for themselves and the organization. While this may be true, it is still the decision facilitator's job to deliver the best recommendation, and it is up to the final decision-maker to execute the decision and deliver results. Taking a Decision-Back approach ensures that the decision-making process promotes transparency, which helps reduce politics, self-serving choices, and the complete range of other behavioral biases.

Our next white paper will detail the best practices involved in using decision trees to generate recommendations, make and gain commitment to decisions, and learn from the results of the process over time.

The Benefits Of The Decision-Back Approach

Companies that implement the Decision-Back approach make faster decisions with better results, see a much higher return on their technology and analytic investments, and a dramatic improvement in employee engagement.

Better Decisions

- Consistent Decision Quality: The comprehensive shared view of crucial decision drivers delivers ***6X as many successful decisions and cuts failure rates in half!***
- Elevated Insights: Analytics investments focus on delivering actionable business recommendations by tying intuition, experience and data-driven insights directly to decisions.
- Improved Corporate Returns: Increased decision effectiveness drives ***6% EBITDA improvement*** and results in ***4.8X higher shareholder return*** over five years.

Decision-Back delivers decisions 75% faster, cuts failure rates in half, reduces analytics waste by 60% and delivers 4.8X higher shareholder returns.

More Efficient Execution

- Faster Decisions: Teams can make decisions with less effort, ***cutting total decision-making time up to 75%*** while requiring half as many meetings.
- Less Waste: ***Analytic investment waste is reduced by 60%*** with \$250M/year in productivity savings as businesses cull unused data sources and teams no longer “boil the ocean” to develop recommendations.

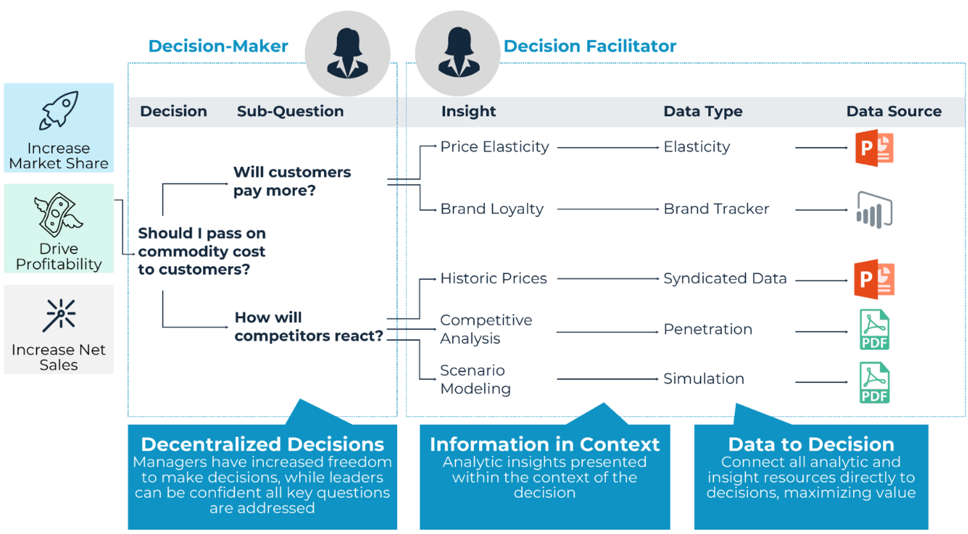
Smarter Organization

- Employee Engagement — Increased transparency allows team members to directly contribute and buy in to decision-making, improving 50% of employee engagement drivers.
- Reduced Bias — The structured decision-making process reduces behavioral and cognitive biases, political decision-making, groupthink and systematic error.
- Knowledge Capture — Decision ”know-how” is captured in the decision maps and decision results to improve institutional knowledge and reduce the impact of employee turnover.

CPG business leaders already know that decisions are everything. The Decision-Back approach turns that intuition into a practical tool for driving commercial growth.

How Cloverpop Can Help

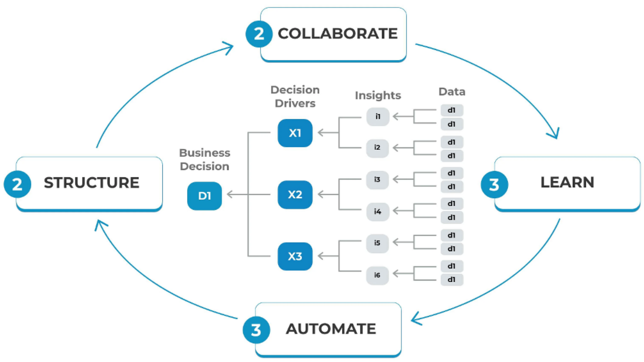
The Decision-Back approach is a powerful new tool for commercial growth suited to today’s challenges -- a recent Gartner survey of business leaders found that 65% of leaders face more complex decisions, and 53% face more pressure to explain their choices. The current lack of decision process, tracking, and learning leaves too much value on the table to ignore.



65% of business leaders face more complex decisions, and 53% face pressure to explain their choices.

This Decision-Back process is similar to a traditional management consulting approach in that it is a systematic way to develop recommendations and make decisions. However, the big difference for executives is that they can implement this process across the organization, not only on ad-hoc consultant-driven projects but for all critical commercial decisions.

Cloverpop helps you make this happen with our unique combination of CPG-specific decision success advisory capabilities and cloud-based Cloverpop Decision-Back platform.



- **Structure:** Playbooks provide complete off-the-shelf decision maps to jump-start Decision-Back implementation for the most important CPG commercial goals.
- **Collaborate:** Decision-makers, decision facilitators and decision teams gain a single source of truth for all information related to specific decisions and a shared space for collaboration.
- **Learn:** Leaders can track how decision results compare with expectations, understand what went well, and most importantly, learn and disseminate best practices across and down the organization.
- **Automate:** Decision maps can be fully automated with D-Sight AI-based recommendations and insights, improving speed and quality while dramatically reducing costs.

Ready to take the next step in your Decision-Back journey?

We can help! Visit us at www.cloverpop.com

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