

Case Study: Multinational FMCG Consumer Health Sector

Project overview

Scotwork established a partnership with a major FMCG consumer healthcare brand, providing both strategic consulting and capability development support. From the outset, the negotiation approach was carefully aligned to the specific needs of the learners, ensuring relevance and practical application.

Through this process, a key strategic challenge was identified: managing Cost Price Increase negotiations effectively across multiple trade channels. In response, a bespoke, learning-led solution was developed to strengthen both capability and confidence, equipping teams with the skills and mindset required to navigate complex negotiations successfully.

IDENTIFYING THE STRATEGIC CHALLENGE

- Implementation of Cost Price Increase across multiple trade channels
- Required development of learner confidence in complex negotiations
- Needed shared understanding of go-to-market negotiation strategy
- Required clearer alignment on guiding principles, messaging, and escalation
- Focus on building consistency and capability across account team

DISCOVERY PHASE

- Stakeholder learning discovery session to shape negotiation direction
- Exploration of current behaviours, approaches, and confidence levels
- Focus on strategic guiding principles and opening positions
- Discussion of incentives, sanctions and escalation strategy
- Identification of risks to learning transfer and negotiation success
- Clear learning priorities and focus areas established

KEY INSIGHTS GATHERED

- Variability in negotiation competence and approach across account teams
- Need to strengthen confidence in setting objectives and strategy
- Importance of consistent messaging and effective opening statements
- Requirement for structured preparation to support learning transfer
- Strong learner appetite for rehearsal, feedback and practical support

Solution

BESPOKE WORKSHOPS

- Account-specific facilitated learning workshops
- Use of cloud-based preparation tool to enable shared learning
- Objective setting and strategy development by customer
- Drafting and refining opening statements in a learning environment
- Development of wish and concession lists
- Role clarity, logistics and negotiation planning embedded through practice

PRESSURE TESTING & SIMULATION

- Scenario-based simulations to support experiential learning
- Rehearsal of opening statements, discovery and proposal making
- Safe testing of responses to customer pushback
- Peer review, reflection and shared learning encouraged
- Confidence built through practice, feedback and learning loops

IN-FLIGHT CONSULTANT SUPPORT

- Consultant availability as a real-time sounding board between retailer interactions
- Strategic and tactical guidance provided ahead of, and following, live negotiation meetings
- Support in adapting strategy in response to retailer feedback and changing dynamics
- Reinforcement of learning through practical application in live negotiations
- Increased learner confidence through timely access to expert judgement and perspective
- Client attribution of additional revenues amounting to several million pounds as a direct result

POST-PROGRAMME REVIEW & EMBEDDING

- Ongoing learning reinforcement via meetings and telephone support
- Review and reflection on real negotiation experiences
- Use of updated account plans to identify development needs
- Continued consultant coaching to support behaviour change
- Learning embedded to ensure sustained capability and performance