

Supporting a smartphone maker's new sales channel strategy in Brazil



One of the world's leading smartphone manufacturers.

Our insights helped our client define the right strategic mix of products, pricing and distribution strategy for its launch into a competitive market.

Situation

Our client was planning to strengthen its channel strategy by selling directly through retailers, in addition to its existing distribution partnerships with Brazil's network operators. It needed to define an optimal product, distribution and price mix to ensure that its new approach to the market would be a success.

Approach

Drawing on our global technology industry experience, we aided the client in outlining the best combination of channels, products and pricing for its retail launch. The manufacturer could view our point of sales data about the Brazilian smartphone market on a custom dashboard, allowing executives to make informed strategic decisions. We based our analysis not only on historical market information, but also on forecasts of future market growth and trends.

Outcome

Our research yielded the following insights:

- **Place:** Our client received data about price classes and competitors for each distribution channel, including online and traditional stores. It gained insight into regional differences in market size as well as in product availability, prices and competitors.
- **Prices:** The information allowed the company to monitor how price classes evolve after a major shift in the currency exchange rate, as well as to track the top-selling products for each price tier.
- **Products:** The smartphone maker obtained accurate data about the average price of a specific combination of product features and how competitors position their product mix across price classes.
- **Promotions:** The information enabled the client to evaluate the performance of the most heavily promoted products and how price promotions historically affected competitors' volumes.