ROUTE TO MARKET OPTIMIZATION

**THIS SKILL IS ABOUT**
The ability to design, develop, select and launch the most effective third party approach on behalf of the company to move goods to the end consumer. These third party partners are most commonly known as Brokers or Distributors.

YOU ARE COMPETENT AT THIS LEVEL IF YOU…

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<th>KEY SKILL</th>
<th>ESSENTIAL</th>
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| **DESIGN & DEVELOP ROUTE TO MARKET STRATEGY** | • Effectively analyze and understand the market development stage and assess the distribution opportunities by market and by channel.  
• Clearly understand the reasons of the current route to market strategy and develop the execution plan to drive our products' physical availability through third parties based on the assessment in the market.  
• Identify and analyze resources and costs necessary to execute the plan of optimizing market/channel development. | • Define trade and channel strategy, how this evolves and the elements implemented through distributors, wholesalers and other third parties.  
• Recommend and make changes in Route to Market with a view of balancing both current business goals and longer-term strategies.  
• Evolve the Route to Market strategy as the market and business develops and vary the strategy by territory/channel as appropriate. |
| **SELECT THIRD PARTY ORGANIZATION** | • Translate Route to Market strategy into what is required from a third party.  
• Develop and execute a process for assessing and assigning third party in a fair, organized and transparent fashion; communicate selection clearly and promptly.  
• Apply company due diligence principles for third party selection involving legal, commercial, logistics and finance functions.  
• Understand the selected third party business model, their strengths, abilities and potential to deliver and how it meets company Route to Market strategy. | • Review criteria for the selection process with potential future market developments in mind.  
• Clearly understand the roles and responsibilities of the third parties in the current Route to Market strategy, and recommend and make changes in third party selection criteria.  
• Decide the optimum quantity of third parties needed in the market to balance the risk and opportunities. |
| **LAUNCH/IMPLEMENT THIRD PARTY SELECTION** | • Understand the business strategy, operation model, organizational capabilities and structure of third party and use that knowledge in the development of an onboarding/launch of partnership and joint management processes.  
• Develop management processes to enable annual joint business plans, setting objectives/plans and establishing key metrics.  
• Develop regular management processes to review performance versus the business plan and key sales metrics.  
• Provide all needed training on the company and the company’s brand as appropriate.  
• Identify and establish the right management processes and cost structures based on mutuality.  
• Provide support on key account management, marketing, promotional activities and technology.  
• Establish records that will be maintained in line with company standards. | • Ensure strategic alignment between company and third party organization.  
• Ensure annual joint business plans are structured to deliver units’ business objectives.  
• Facilitate the innovation process with third party – investigating, creating, sharing, experimenting, formulating, adapting and responding – to bring new solutions to customers and the company.  
• Review all aspects of the pipeline from factory to shelf to provide consultancy to the third party and reach mutually acceptable resolutions for both short-term performance and long-term success. |

**EXPERT**
• Establish a track record of successfully designing, developing, selecting and launching the most effective third party approach on behalf of the company to move goods to the end consumer.  
• Advocate new thinking and innovation in market optimization thinking.  
• Explain and instruct others in the processes and approaches of establishing the most effective Route to Market approach; make it easy for them to understand and learn to do so themselves.  
• Serve as a resource regarding the complexities, watch-outs, learning and best practices in Route to Market optimization.