



Case Study:
CAMPARI AMERICA

**Gaining an Edge in the Competitive
Spirits Industry with Diver®**

Quick Facts

Organization: Campari America, the U.S. division of Campari Group

Industry: Beverage alcohol

Revenue: €1.73 billion worldwide/
€726 million in Americas

Employees: Campari Group has
4,000 employees globally

Customer since: 2006

Solution: Diver® Platform

Website: www.camparigroup.com

KEY TAKEAWAYS

- ❑ *Diver provides Campari America with an easy, at-a-glance view of key data points that enables it to track product movement and sales.*
- ❑ *Since Diver is the industry standard and is being used by most distributors, Campari America can ensure that it and its distributor partners are looking at the same data points in the same way.*
- ❑ *Campari America has seen a yearly payback time of four months in its Diver investment.*

BACKGROUND

Campari Group was founded in 1860 and is the sixth-largest company worldwide in the premium spirits industry. It has a portfolio of more than 50 premium and super-premium brands, including Aperol, Appleton Estate, Campari, SKYY, Wild Turkey, and Grand Marnier.

Campari Group currently trades in more than 190 nations around the world with leading positions in Europe and the Americas. Campari America, the company's U.S.-based division, is located in San Francisco.

THE CHALLENGE

The premium spirits industry is competitive, with several prominent companies vying for market share. It is challenging for spirits companies to stay on top of changing consumer trends and rise above the competition.

Campari America is continually trying to increase its relevance to consumers amidst the noise in the industry, and both react to and predict trends. For Campari America, it's all about creating a unique experience for its customers.

For example, following the recession in the late 2000s, alcohol trends shifted in that the on-premise business took a hit while more consumers started to drink at home. While the restaurant business is slowly recovering, people are still enjoying making and drinking cocktails before going out. Given this trend, Campari America has built a stellar portfolio for easy in-home cocktailing for its customers. Tastes, however, change. Lately, Campari America has noticed an increased interest in brown spirits (bourbon in particular) and bitter cocktails, and it is forecasting a resurgence of tequila in the next few years, led by aged expressions.

"We've had success with Diver for the last 10 years and it gives us everything we need in terms of information. In addition, we've had a great partnership working with the Dimensional Insight® team and whenever I have an issue with something or a change that needs to be made, I have 100% confidence in the Diver team to resolve it quickly."

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While these taste trends often play out over a five-to-10-year period, Campari America needs to be able to forecast them and react to them, and that requires a data-driven approach.

In addition, the company needs to know the status of its sales on a daily basis, both as a whole and specific to each sales rep. Campari America also needs to interact with its distributor partners and make sure that they are all looking at the same numbers in the same way.

THE GOAL

Campari America sought a business intelligence solution that would provide it with the following benefits:

- Provide regular depletions and RAD reports to provide insights into which brands are selling.*
- Enable consistent reporting between Campari America and its distributor partners so they are always on the same page.*
- Allow salespeople to see how they are performing against goals and view the success of specific accounts.*
- Allow marketing to view how customers are actually consuming the product and enable them to make data-driven decisions to promote brand growth.*

THE SOLUTION

Campari America is currently using Dimensional Insight's Diver Platform to help it achieve its goals. Diver provides the company with an easy, at-a-glance view of key data points that enable it to track product movement and sales. Campari America currently has about 40 to 50 users across a variety of key functions, including sales, sales operations, marketing, and finance.

"A salesperson will start his or her day by opening up Diver to view account progress, track against performance goals, and see rolling 12-month trends," says Matthew Enny, sales analytics and reporting manager for Campari America. "Diver allows them to see what their top accounts are doing, which ones are gaining and which ones are draining, and explore possibilities for new business."

On the sales operations side, managers will produce top-line reports to provide a snapshot in time for the company's general sales managers and VPs. This gives a view of the overall business, how the company is doing in both on-premise and off-premise sales, areas where the company is trying to drive volume, and how it is performing against goals.



The finance team also receives these top-line reports. While finance doesn't dive as deep into the account-level details, it wants to know at a very high level how the total brand is performing and what velocity is like for different brands in different markets. In addition, the finance team is able to dive down to the distributor level to determine which distributors are selling which products where.

In addition, Campari America's marketing team uses Diver for incentive tracking and to determine the channel split. They want to know how consumers are really consuming their brands and figure out ways to grow the business. For example, if the company decides that it wants to grow its high-end Grand Marnier liqueur in fine-dining accounts, marketers can use Diver to determine the top 25 fine dining accounts in California so that sales reps can then target them. Marketers also examine the most influential accounts across the country so they can develop incentive programs to get the Campari America brands into those accounts.



Enny believes the biggest strengths of Diver are:

- ❑ **Industry expertise:** Dimensional Insight staff understand the beverage alcohol industry to an unparalleled degree and understand every issue that comes up with Campari America.
- ❑ **Standardization of data:** Because Diver is in many ways the industry standard and most of Campari's distributor partners also use the platform, Campari America has complete confidence in the numbers and knows it is always comparing apples to apples with its partners.
- ❑ **Customization:** Dimensional Insight has been very willing to work with Campari America to make its deployment what it needs to be instead of trying to fit it into a one-size-fits-all solution.

"Diver is very ingrained in our company culture," says Enny. "We don't say we need a depletions report; it's 'Pull the Diver report.' Diver is synonymous with all our reporting, and it's something we use on a day-to-day basis."

"We've had success with Diver for the last 10 years and it gives us everything we need in terms of information," continues Enny. "In addition, we've had a great partnership working with the Dimensional Insight team and whenever I have an issue with something or a change that needs to be made, I have 100% confidence in the Diver team to resolve it quickly."



THE RESULTS

Diver has provided Campari America with deep insight into its sales numbers and has helped it with incentive tracking and account penetration. Campari America's revenue numbers have been steadily growing over the last several years, and part of that is due to the ability of employees to make more data-driven decisions.

Diver has also resulted in improved employee productivity. Without Diver, an individual employee could spend up to 10 hours per week consolidating data from a multitude of different sources and preparing reports. The efficiency provided by the platform has resulted in a payback in Campari America's yearly investment in Diver of approximately four months.

WHAT'S NEXT

While Campari America is pleased with its Diver implementation, Enny believes there is still much more the company can do with the software. For example, he says many of the company's executives are using Diver on their iPad®s, and he expects even more to do so in the near future. In addition, he is looking to use more real-time information to better understand short-term trends in the industry and take the company to the next level.

LESSONS LEARNED

Enny says it's important for beverage alcohol companies to have a good understanding as to what they want to get out of the software before implementing any type of analytics. That way, users can get exactly what they need.

With Diver, Campari America has been able to get exactly what it needs in a reporting tool. "Design it from the way that you like it, and don't be afraid to dream too big," says Enny. "Because Diver is much more mobile and functional than most people would expect."



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