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Six brands, one budget. I made them compete on *return.*

Six own brands in household cleaning, skin care and personal care, each with its own city teams and its own claim on the same money. Left alone, that argument is won by the loudest brand, which is rarely the one that would give the most back. So the argument changed.

FIVE DIRECT REPORTS, THE CITY MARKETING HEADS, PLUS THIRTY IN THE FIELD
TODO BRILLO · FIXER · TYSON · REVIVE · UNIK · CARISSA

+17%
Sales across the six brands

+10%
Return on investment

+4%
Market share gained

One portfolio, not six *arguments.*

01 · THE PROBLEM

The loudest brand is not the best bet.

Six brands, six teams, one budget. Without a rule, the split gets decided by whoever argues hardest, and last year's split becomes this year's plan by default.

02 · THE RULE

Argue the return, or do not argue.

Growth, investment and return value set per brand, so a budget request had to be made on what came back. Category strategy and the campaign process run once across all six rather than six times.

03 · THE RESULT

Share, not just volume.

New channels opened rather than deeper discounts in the ones we had. When a price promotion ran, it ran on one line rather than across the portfolio, so the margin held.

Six months in a row is not *luck.*

+17%
Sales across the six brands

+10%
Return on investment

+4%
Market share

6
Consecutive months of revenue growth

WHAT CHANGED, IN ORDER
A PORTFOLIO RULE IS ONLY REAL WHEN IT SURVIVES THE FIRST BRAND THAT LOSES OUT.

- Investment allocated against expected return per brand, not against last year.
- One category strategy and one campaign process, run across all six.
- New channels opened instead of deeper discounting in the existing ones.
- Five city marketing heads reporting in, plus thirty indirect sales staff.

+17% sales and +10% ROI across the six, with revenue up 10% six months running.

THE PROMOTION THAT HELD ITS MARGIN

One product line, not the portfolio

+28% sales · +$110k net revenue

A pricing promotion on a single line rather than across the six. It delivered +28% on that line and +$110k in net revenue, without training the whole portfolio's customers to wait for a discount.

Six brands is a portfolio problem before it is a marketing one.