

## Case Study: Tetra Pak



In 2015, Tetra Pak underwent an internal transformation that brought about a multitude of changes within the company. Shortly after this transition, stakeholders determined that a new supplier for macroeconomic intelligence, which is utilized by various departments within Tetra Pak, was needed to provide employees with reliable information to spot opportunities and threats within the markets where Tetra Pak operates and to provide time savings, something that they didn't have before. FocusEconomics was able to provide what Tetra Pak needed and more, adapting to the company's complex needs after its massive restructuring.

### TETRA PAK OVERVIEW

Tetra Pak is a multinational food and beverage packaging and processing company. Founded in 1943 in Sweden, the company currently operates in over 170 countries worldwide. Tetra Pak develops a range of packages to protect both the nutritional value and the taste of the products contained within, namely the tetrahedron-shaped plastic-coated paper carton, from which the company's name was derived. Tetra Pak also provides a range of processing and packaging technologies for use with milk and juice as well as a broad array of other products, from ice cream and cheese to fruit, vegetables and pet food. They supply complete systems for processing, packaging and distribution, designed to optimize the use of resources. Their processing systems are not only developed to treat the products gently, but also to minimize the use of raw materials and energy during manufacture and subsequent distribution.

Marcela Mendoza has been working for Tetra Pak since 2008 and is currently a Regional Consumer Insights Manager responsible for Business Intelligence strategy for the entire Americas cluster. In 2015, she found herself in the middle of a massive internal consolidation of Tetra Pak in the Americas, going from two North America and South America business clusters to one entire Americas cluster. As one might imagine, many changes were made during this transition, including a reevaluation of suppliers that were contracted before the transition. It was during this period that Marcela transitioned from a country leader for Mexico to the role she currently occupies as a cluster leader.

During Marcela's time as the Mexico country leader, her department used macroeconomic intelligence on a country level from a previous company operating in the macroeconomic forecasting and analysis space. As she and Tetra Pak transitioned, it became apparent that the previous supplier was no longer adequate due to a multitude of reasons.

### PROBLEMS TETRA PAK WAS FACING

On behalf of Tetra Pak, Marcela sought a new supplier to address some points of frustration that they had encountered with the previous supplier and could not address with free macro forecasts such as bank reports.

#### **Inaccurate information and inflexibility**

Marcela attempted to work with the previous supplier to expand their coverage, however, the expansion was spotty and important stakeholders within Tetra Pak began to question the quality of the information the company provided.

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“FocusEconomics works with different panelists, which provides much greater accuracy than working with only one”

**Marcela Mendoza,**  
Regional Consumer Insights Manager  
responsible for Business Intelligence  
strategy for the entire Americas cluster.

### **Depth of coverage**

Before working with FocusEconomics, Marcela found that the depth of coverage offered from other suppliers for smaller countries in the Americas, especially Central America and the Caribbean, was lacking, whether it came from a private company or from official country sources.

### **Time constraints**

After the restructuring, cluster leaders were responsible for a vast geographical area. It became essential for each cluster leader to be aware of the economic developments across the Americas, however, because of the demanding nature of the positions held by each cluster leader, spending time to research and digest complex economic intelligence was just not possible.

### **Uniformity**

Not only was time a factor for many within the organization, but with a newly restructured cluster of countries stretching from Canada in the north all way down the Argentina in the South, uniformity with regard to macroeconomic analysis was needed to keep the entire cluster on the same page in order to facilitate day-to-day operations as well as managing the overall strategy of the firm across the cluster.

## **TETRA PAK FINDS THE SOLUTION WITH FOCUSECONOMICS**

After making the decision to part ways with the former supplier, Marcela found FocusEconomics, which was able to provide solutions to the frustrations she had. Marcela subscribed to FocusEconomics Consensus Forecast reports on Latin America and Central America & the Caribbean.

The methodology by which FocusEconomics calculates its forecasts was one of the prominent aspects of FocusEconomics' reports that persuaded Marcela to make the switch. FocusEconomics compiles forecasts from over 900 different sources to provide a Consensus Forecast, which studies have shown to be the most accurate forecast available, consistently beating out the single-source forecast.

Along with the reliability that the Consensus Forecast provides, the depth of coverage of the reports is also key in Marcela's decision to switch. 23 countries in the Americas are covered in the FocusEconomics Consensus Forecast reports for Latin America. Most importantly, many of the smaller countries in the Americas cluster are covered extensively. FocusEconomics has an entire report dedicated to Central America and the Caribbean, which covers 12 notoriously underreported countries in the region. The 12 countries in that report are presented with the same amount of data and breadth of coverage as the larger economies in Latin America.

Lastly, as Marcela and Tetra Pak were going through the transitional period, a provider of macroeconomic intelligence with agility and flexibility was required to adapt to Tetra Pak's needs during and after that challenging time. FocusEconomics was willing and able to provide extra services such as ad hoc consulting from Senior Economists within the firm and a quarterly presentation that summarized the key points of interest in the region for some of the Cluster Leaders who require straightforward analysis and information.

### RESULTS

With such a large geographical area of responsibility after restructuring, the FocusEconomics Consensus Forecast reports were successful in providing valuable time savings to those within the organization that needed it, namely the Cluster Leadership Team. Part of the reason for that was that no time was needed to be spent on research. The reports also kept the entire cluster on the same page, providing some uniformity in terms of economic information.

Marcela distributes the reports to the cluster leaders who in turn send them down through the company organization. With over 50% of the company currently receiving FocusEconomics reports, they have become paramount to not only the longer-term strategy of the company, but also the day-to-day operations of some of the smaller teams within each department. The reports provide written analysis, which puts the data and forecasts into context, allowing economic experts and non-economic experts alike within Tetra Pak to understand the reports. The reports, therefore, are not only useful to people with a strong finance or economic background, but are also useful and able to be consumed by the "lay person". This means employees on each rung of the ladder from Marketing to HR to Finance are able to understand what everything in the report means for them and for Tetra Pak as a whole.

The reliability of the Consensus Forecast, depth of coverage and FocusEconomics' superior flexibility in customer service have allowed Tetra Pak to make sound strategic and operational decisions. Tetra Pak has used the reports and ad hoc consulting to link macroeconomic indicator trends and political news to projections on foreign exchange rates and private consumption in an attempt to understand how this could impact various Tetra Pak product categories. Narratives are then built and used both internally to make decisions on future strategy and operations, as well as externally to formulate selling arguments to prospective customers.

### CONCLUSION

FocusEconomics was able to help Tetra Pak in a time after a massive transitional period in the company's history, providing much needed reliability of macroeconomic intelligence, depth of coverage and excellent customer service. This has provided the company with time savings, more productivity, and reliable data to make vital business decisions on a longer-term strategic basis and a shorter-term operational basis.

Given their size, companies like Tetra Pak have a lot to keep track of such as macro and political trends that impact external and internal operations as well as corporate strategy on a massive scale. Although Tetra Pak is a success story that FocusEconomics is proud to tell, this kind of story is not exclusive to Tetra Pak, as any company could see the same results that Tetra Pak has from its relationship with FocusEconomics. To learn more about FocusEconomics, email [info@focus-economics.com](mailto:info@focus-economics.com).

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