

## From 3 Weeks to 3 Days: Rewiring Commercial Goal Management for Sales Distribution at scale

### BUSINESS

A leading North American three-tier beverage distributor managing hundreds of exclusive supplier brands. Goal management is complex, requiring alignment of supplier expectations, financial budgets, and corporate plans, all derived from a single source of truth.

**3 wks**

Old restatement time per market

**<1 wk**

New: 2 markets completed in 1 week

**100%**

Supplier + Distributor financials in one system

**1,200+**

Users across commercial org

### CHALLENGE

- **Scalability and Performance Issues:** Legacy systems lacked the agility to handle growth and market shifts.
- **Slow Market Restatements:** Realigning plans during reorgs took weeks of manual effort.
- **Fragmented Intelligence:** Siloed systems hinder a unified view of goals and performance.
- **Financial Impacts:** System latency directly impacted management bonuses and procurement.

### ACTION

- Unified goal management: All supplier and financial goals in a single cascading system.
- Structured decisioning: Processing millions of performance metrics across commercial hierarchies.
- Financial alignment: Budget planning is directly connected to goals and bonus programs.

#### Restatement Speed: From Weeks to Days

Restatements shifted from 2-3 weeks to under 4 days. The Distributor recently completed two market restatements simultaneously in one week, allowing immediate response to portfolio changes.

**Single Commercial Brain:** A GM can now sign in and immediately see:

- Position vs. AOP budget and phase performance.
- Forecast trajectory, gaps, and required growth.
- Supplier-level performance across all portfolio brands.

**Intelligent Knowledge Discovery:** Leverage natural language querying to eliminate manual data discovery across fragmented repositories.

#### Build, Operate, Transfer (BOT): Your Purpose-Built Commercial Planning Platform

The Liquid Decisions Platform provides a purpose-built commercial architecture to deliver a competitive advantage solution to the customer.

#### AWS Infrastructure

Powered by the Liquid Decisions Platform and deployed on AWS: Lambda, S3, Aurora, Kubernetes, Bedrock.

#### 'How am I tracking Celestial Cuvée Merlot against my goal?'

The system responds with current performance (e.g., tracking at 3%), rolling trends (2.5%), goal (5%), and *generates specific program recommendations for the summer months to close the gap.*

**RESULT**

Before	After Liquid Decisions	Benefit
The legacy tool could not keep pace with growth and change.	Ability to manage and analyze, simulate, and publish millions of goals concurrently.	<b>\$1.5M cost savings</b> <i>licensing + customization</i>
The manual restatement process took 3 weeks.	Reduced to under 1 week per market. FTE time recovered: ~200 hrs/reorg event.	<b>\$1.2M cost savings</b> FTE + contractor time
The Distributed BI and business silo teams were fragmented.	Replaced manual BI systems with efficient agentic knowledge discovery.	<b>\$2.0M cost savings</b> headcount + tooling
Inability to increase tracked revenue growth.	Expanded goal tracking and attainment rates drive customer adoption and accelerate revenue growth.	Increased revenue opportunities.
High costs. Too many analysts. Too much IT support.	Free up working capital with resulting cost savings.	Grow the business without spending more.

<p><i>"Liquid has changed our culture. Restatements that used to take 3 weeks now take just days. We just did two markets in one week, which is unheard of."</i></p> <p><b>VP Commercial Planning</b></p>	<p><i>"Liquid Decisions delivers the accuracy and scalability our teams need to trust the data and get back to business faster."</i></p> <p><b>VP Product Management</b></p>
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**ABOUT LIQUID ANALYTICS**

The Liquid Decisions Platform is a **sophisticated goal-based signal-to-decision system** that enables users to execute complex decision flows at scale.

Contact [solutions@liquidanalytics.com](mailto:solutions@liquidanalytics.com) or contact a trusted Liquid Analytics AWS SI partner.

Hybrid architecture powered by:

- agentic AI, ML,
- signal processing, and
- high-performance computing.

A Build, Operate, Transfer (BOT) framework for your purpose-built commercial architecture delivery.