



NEW SKU, NEW WAHALA

Scenario:

In the centre of a busy market, lots of warehouses and dirty roads. Among them stands "Wholesale Empire Ltd. The owner is Mr Mike Usman, a man as legendary in the wholesale world as his company is immense. Mr. Mike Usman didn't just build a business; he built a reputation. He is widely known as "The Giant of Goods," the biggest, most reliable wholesaler in the region.

You work with Just-In-Time (JIT) Limited, an FMCG Company and Mr. Usman is your biggest customer in the region. Your relationship with Mr. Usman is solid. He purchases JIT's core product lines regularly, makes excellent margins, and his operations run like clockwork.

But when you mention new SKUs, his response is consistent: **“My customers know what they want, and I have what they want”**. He prefers to stick with what's proven, what sells, and what maintains his image of dependable consistency.

The Challenge:

JIT is launching a new SKU—higher menthol, premium quality—that promises better margins and appeal to younger, trend-driven consumers. Management conviction is strong about this new product and expects 50% of company growth this year to come from its launch.

But there's pressure:

- **Financials:** Your finance team has stated that since the product is more expensive to produce, and we are giving higher margins, no additional promotions can be offered on the product, and that a margin squeeze was inevitable.
- **Competition:** Your competitors aren't sitting still— the market leader, Business-As-Usual (BAU) Limited, has already launched a similar product with equally high margins, and have recently increased the margins and merchandising support.

Metric	Current SKU	New JTI SKU	Competitor SKU
Margin per Carton	₦5,000	₦6,500	₦7,000
Shelf Visibility (Current)	High	TBD	Growing
Target Consumer (Demographic)	35–55 years	18–30 years	18–30 years
Annual Growth Opportunity	5%	12%	10%



2025 Commercial Conference

Pre-Read Case Study

Key Insights & Observations:

- **Mr. Mike Usman's Public Persona:** He frequently attends industry events and is often quoted on market trends. His company's marketing heavily emphasizes its longevity, reliability, and sheer scale. He is a wealthy man, and he is content.
- **Customer Testimonials (for Wholesale Empire Ltd.):** Customers often praise Mr. Mike Usman's company for its consistent stock availability, quick fulfilment, and the predictability of its product offerings. They value the "no surprises" aspect.
- **Wholesale Landscape:** While there are other wholesalers, none command the same level of market perception as "The Giant of Goods." Smaller competitors often try to differentiate by offering niche or new products, but they lack Mr. Mike Usman's scale.
- **Evolving Consumer Taste:** The demographic is young and active and see traditional brands as 'old school'. Their tastes and preferences are also fast evolving, and many companies and brands are trying out new innovations and product launches in a bid to adapt to the consumer moving trend and to make their brands remain cool.
- **Competition Landscape:** The biggest player in the market has just launched a variation of the same high menthol product with one of their popular brand names in the market, and they are also offering higher margins.
- **Your Product Potential:** The company is betting big on the new product. Ambitious sales targets have been set for the new launch at the just concluded sales conference. In fact, 50% of the company sales growth is expected to come from this new product.

Your Task:

- To deliver the sales numbers for the new product, you need Mr. Usman. You must get past that resistance and make him invest in your new product on top of the base business.

CAN YOU CONVINCE THE GIANT OF GOODS?



A legendary wholesaler.
A new SKU.
A high-stakes decision.

Will YOU be the one to secure JTI's future growth?

Find out at the
JTI Commercial Conference
JULY 23-26, 2025



Your boss has hinted that Mr. Usman is a long-time customer with JTI, it cannot be under your watch that BAU would take over the relationship.

Based on the available information:

1. What data points would you take into the meeting with Mr. Usman?
2. What is your psycho analysis of Mr. Usman?
3. Using the information from the 2 points above, what would be your strategy to directly address Mr. Mike Usman's aversion to new products.
4. What help do you need?