

## Direct Wines: Global Marketing System

*“At the heart of the Direct Wines business (best known for our Laithwaite’s Wine, Sunday Times Wine Club and Virgin Wines brands), are decisions we make about where to invest our marketing spend: which consumers we should be aiming to recruit as new customers; which channel (e-mail, the web, direct mail, the phone, etc) we should be using to encourage those customers to buy more of their wines from us and how to assess the profitability of all of our different marketing activity.*

*Having never solved this problem properly (over nearly four decades!), we turned to Golden Orb to create a simple, clear and clean system, which everyone (from CEO to Marketing Assistant) would find easy to use, to crack the problem once and for all.*

*Now rolled out into our businesses in the US, UK, Australia, Germany, Hong Kong, Poland and shortly, India, GMS provides the guiding star which leads our marketers in the right direction and gives us the visibility over the return that we have achieved (and could achieve) on all marketing investment.”*

**Simon McMurtrie**  
Global CEO, Direct Wines

### Planning and forecasting in direct marketing

For Direct Wines, the world’s largest direct-to-consumer wine merchant, Golden Orb were engaged to develop a comprehensive marketing system to deliver reporting, planning and forecasting. Nothing comparable was available off-the-shelf, and Golden Orb developed a tool which:

- let marketers plan forthcoming recruitment and customer marketing campaigns
- allowed Finance to see the aggregate weekly P&L implications of these marketing plans
- provided the operations team with daily forecast orders and cases by order channel to allow them to manage resources
- delivered comprehensive reporting of actual and planned sales volumes and financials – down to net contribution level
- carried out automatic reforecasting of campaign response after a few days
- modelled expected future sales from the company’s continuity business
- calculated lifetime value per recruit and evaluated recruitment campaigns and media for cost-effectiveness