

ENGAGEMENT

FM-1 Q24 FMCG sector Indonesia & West Africa operations

Illustrative figures. Client identity and locations redacted.

STANDING AT EXIT	VALUATION	CASH RUNWAY	PRESENCE
Resilient	\$2.4B	7 qtrs	#3

FOUR-PART RUBRIC

Live authentic values		82
Support community		74
Culture as system		61
Communicate clearly		68

STANDING SIGNALS

Community standing	77
Regulator relations	54
Stakeholder goodwill	held
Reputational exposure	elevated

WHAT WORKED

- Kept local hiring through the Q1 cost spike
- Pre-cleared a backup supplier before the shock

WHAT COST YOU

- Traded community standing for regulator speed in Q2
- Cut the local liaison budget to hit margin

THE LESSON

The goodwill you spend for short-term access is the goodwill you need when the next shock lands. Rebuild community standing before chasing the regulator win.