Customer Growth Plans.

Customer Growth Plans are a major focus in the McCain Way of Winning (MWOW) with Customers. They critical to becoming strategically valuable to our customers which is the unlock to achieving the McCain ambition of profitable top line growth and sustainable share gain.

Customers are preoccupied with value. To offer real value requires us to stop being a "salesperson" and become a "businessperson who sells". Only then can we help customers improve their productivity (reducing their costs) and increase profitability which are the key factors of growth and critical to success.



ACT NOW
for today and tomorrow

PLAN NOW
to grow the business for the future

Connecting to Customer Strategy is a game changer. This is not selling as usual. In fact, it's the opposite. When done properly, Customers no longer see you as a salesperson. You are now a businessperson focused exclusively on helping the Customer achieve their strategic goals. When that shift occurs, everything changes. Making this change needs us to plan now and programme our future history with Customers.

Customer Growth Plans are a considered, constructive and proactive approach to significantly step up the level of connectivity needed between McCain and Customers. They facilitate a shift in our focus to helping Customers achieve their objectives first and McCain second. If they win, we win.

The discipline of developing, executing and real time updating of Customer Growth Plans is not to be underestimated and we are demanding a big change in our commercial skills and behaviors but this is business critical.

Your role as a Sales Leader is to:

- Familiarize with the content that goes from an overview in your Commercial Leaders Playbook to the detail in the How to Guides, the Tool constructs and the worked examples. It's vital that you know what great looks like against the MWOW with Customers expected standards (not previous versions you may have used).
- As Commercial VP's ensure you are aligned on which Customers will use which plan construct (3 year or 1 year) which should be verified with the GCT. Communicate this out to Sales Leaders and/or your teams.
- Think about how you want to develop this capability and output within your team e.g. by section with group challenge and build sessions, buddying people up to support each other on their first plan, getting one great example that can be shared as stimulus (not copying!) for the team.
- Influence internally to ensure your team's are supported by other functions (possibly from Finance, Supply Chain, Customer Marketing or Marketing).
- Coach the team through the creation of the plans – reassure that it will naturally highlight significant gaps and weaknesses in Customer understanding and encourage creativity in how to close them. Constructively challenge whether there is Customer 1st thinking and sufficient ambition. Use the suggested coaching questions.
- Remove barriers for the team so they have time and headspace to have a go. Like anything new it will take longer than expected to get the initial plan laid down.
- Review F21 plans with the team, "sign off" and then discuss progress against them in monthly, quarterly meetings along with any corrective actions. Reinforce that these are living plans.

What's in the teams Customer Growth Plan material.

	3 Year Plans to be used for Customers where McCain has or aspires to, a Collaborative or Consultative relationship.	**1 Year Plan to be used for smaller Customers where McCain has a Functional relationship.**
How to Guides	An end to end walk through of what needs to be included, suggestions on how, top tips and includes instructions for uploading to a permission based site providing visibility to relevant McCain stakeholders.	An end to end walk through of what needs to be included , suggestions on how and top tips.
Worked Examples (Anonymized Customers)	In Home – Top 50 Grocery Retailer Chain. Out of Home – Top 50 Casual Dining Chain. Route to Market – Top 50 Wholesaler/ Distributor.	In Home – Regional Grocery Retail Chain. Out of Home – Pub/Bar Independent Operator. Route to Market – Regional Wholesaler/ Distributor.
Blank Tools	3 year plan construct	1 year plan construct



Customer Performance	Captures headlines about the Customer's business.
Customer's Challenges	Details the challenges faced by the Customer and whether they are related to Growth, Efficiency or Engagement.
McCain Performance in the Customer	Summarizes the McCain business with the Customer, competitor products being used and leads into identifying the Jobs to be Done with any corresponding listing targets.
Alignment	Maps the alignment between the activities in the McCain Marketing Plan and the Customer's Challenges.
Opportunity Calendar	Plots the timings of the top joint opportunities i.e. where there is alignment plus the McCain specific opportunities.
SMASH 12 Month Objective	Summarizes the plan in a 12 month objective.
Comments	Area to capture freehand notes which can be reminders, prompts or explanations that support the ongoing implementation of the plan.

Your teams have also been encouraged to look at the Commercial Acumen and Metrics that Matter materials as inputs to building their Customer understanding, and to watch a TedTalk: The first 20 hours -- how to learn anything | Josh Kaufman

https://youtu.be/5MgBikgcWnY

What to look for as a Sales Leader in a 3 year Customer Growth Plan.

The Landscape

Customer Performance & Headlines:
Understanding of the Customer's financials, their overall participation in our Categories (vs only knowing McCain's numbers) and their big challenges.
The Customer Leaders ability to connect these things together as cause and effect.
How the Customer's performance in market is impacting their Global performance (where relevant).

McCain Performance in the Customer:
Understanding performance across the P&L i.e. what has happened, is happening now and why/how this is reflective of the Customer's performance.
The implications of the above on the McCain ambition for profitable topline growth and sustainable share gain i.e. what's working well/what needs to work better.
The ability of the Customer Leader to explain trends and relationships across the P&L.
The depth of Competitive understanding including Private Label.
How the above logically feeds the Jobs to be Done in the Customer and how these reconcile back to the headspace identified in the Customer from the Customer Prioritization exercise in MWOW.
The impact of the performance in the Market on any current/Global relationship.

EQ Dashboards

The depth and breadth of the network between McCain and the Customer.
The quantity, quality and seniority of cross functional connectivity particularly beyond the Buying office.
The health of the relationship status and goals (ensure any aspired change is proactively managed through Engagement Paths).
How well we understand Customer contacts as people and the potential to build relationships respecting personal boundaries.
Whether preferred styles are being consciously met in how McCain connects with the Customer through all mediums of communication.

Strategy Alignment

The depth of understanding about the Customer's BUSINESS challenges (not just the ones that the Customer Leader thinks they can help to solve).
The breadth of understanding i.e. beyond Growth to Efficiency and Engagement.
Connectivity between the Customers challenges in the market vs. any challenges they have globally.
Whether Customer metrics and targets are captured and understood (how these being tied back to in the Activity Plans).
This should be all about the Customer and NOT include any McCain solutions.
If the Customer Leader was to put the Customer Challenge section in front of the Customer would the Customer go "Wow – you really understand our business" or would you be embarrassed to show it because it lacks real understanding?
The level of connectivity between the Customers challenges and McCain strategies i.e. how well placed are we to help the Customer achieve what's important to them.
Differences/similarities between alignment at a market level vs any agreed through a global relationship.
The size of prize - how this ties back to the headspace for growth and Jobs to be Done.
A realistic view of any risk to McCain (and then whether Activity Plans are in place to mitigate against this).

What to look for as a Sales Leader in a 3 year Customer Growth Plan continued.

Our Vision	How a growth mindset is showing up in the level of 3 year ambition (quantitatively and qualitatively). How the ambition at a market level will contribute to the global customer ambition. Whether there's an over-statement of our perception of what the Customer thinks about McCain today (is this reflective of the relationships captured in the EQ dashboard?). Whether the ambition is stretching and includes the unknown i.e. it shouldn't be a logical total of summing up the opportunities. Is the Strategic Roadmap written in Customer language or is it written from a McCain perspective about things we want to do to the Customer (rather than for and with the Customer). There's relevant alignment in Strategic Pillars/actions to any globally agreed activity and/or differences can be clearly explained. Would the Strategic Pillar headings and content be sufficiently motivating to the Customer that it's a no brainer to work with McCain. The Jobs to be Done and any P&L improvements have natural places within the Strategic Pillars But are not overtly called out i.e. we don't see "List X". Could the Strategic Pillars and contents be put in front of the Customer and the reaction would be "this is really going to help us achieve what's important to us – let's do it".
Activity Planning	There's a clear approach to get engagement in the overall plan that wires in relevant Customer and McCain contacts as required. The granularity of actions supports delivering the Strategies, Jobs to be Done and mitigates against the risks. There is a balance of timings across the activities to ensure that some longer term opportunities are being initiated with appropriate groundwork or, are proactively scheduled in.
Engagement Paths	Clear paths exist to get access to the ultimate decision makers for activities. Cross functional relationships are being leveraged (both in market and globally where required). The Customer Leader is proactively conducting/managing the relationships. Paths ladder up to accessing new contacts identified and moving the relationship to the targeted goal.
Joint Commercial Agreements	The intended conditional terms of the plan are captured. Movement in conditional terms through the process of agreement are captured so that there is clarity of measures/incentives.
Living the plan	Regular reviews, updates in status, addition of corrective actions should all be evident. Look at the recency of the date on the front page of the plan which is the biggest clue for when it was last updated by the Customer Leader. Most recent versions should be visible on the Global SharePoint site.

Suggested questions to start a coaching conversation supporting a <u>3 year</u> Customer Growth Plan.

- What do you think the Customer's Board of Directors are discussing? What are they saying about their performance? What are the big things they believe need to be working on and why?

- What would they be saying about McCain? Our relationship? Our performance? Our understanding their business? Our level of proactivity helping them to solve their challenges?

- How would you describe our breadth and depth of customer contacts and network? Who should we be talking to/building relationships with that we aren't today?

- How would you describe the health of our Customer P&L? What can we do to improve top and bottom line performance?

- What are competitors doing in the Customer? How would you describe their relationship with the Customer? What's the opportunity for us? What would it take to make it happen?

- Which of the Customers strategic challenges can we help solve and how?

- What do we want to be famous for in the Customer? If we were sitting here in 3 years time, what would they be saying about McCain?

- How big can this Customer be for McCain in 3 years? What do you want your legacy to be with this Customer? What do we need to realize that ambition?

- How can I help/support you?



What to look for as a Sales Leader in a 1 year Customer Growth Plan.

Customer Performance	A good contextual understanding of the Customer's business. Some key facts about how they operate.
Customer's Challenges	A knowledge and appreciation of the big things the Customer is facing into as a business i.e. the challenges that are holding them back and if solved would help them move forward. There's connectivity of the challenges to Growth and Efficiency which are understood as levers on the Customer's business. This understanding goes beyond McCain categories/products. If put in front of the Customer there would be a really positive reaction from them – they'd say "McCain really get's us and what we're trying to do".
McCain Performance in the Customer	There's a good grip on the shape of McCain business in the Customer. Any over/under performance can be explained vs. similar Customers. There's competitive intelligence about what else the Customer is buying and using (which is seeding thinking on what opportunities to go for with this Customer). Learnings from the current/last year are factored in to future plans to make more of what works well and/or not repeat things that didn't work well. The Jobs to be Done reflect opportunities in the Customer across the existing portfolio, winning business from competitors and/or McCain portfolio expansion. Customer Leaders can clearly explain their rationale for selecting the Jobs to be Done.
Alignment	There's a logical (not a forced fit) between the McCain priorities/Marketing Plan and the Customer's challenges. Any specific portfolio implications are captured where there's fit. Possible challenges/customer objections arising from mis-alignment are headlined.
Opportunity Calendar	**Joint Opportunities** These are written in Customer language i.e. if the Customer Leader said them aloud to the Customer they'd get a response of "that sounds interesting, tell me more". Timings of interaction with the Customer are captured. There's a more detailed outline of the thinking about how to land this with the Customer which indicates the rationale of the proposition. **McCain Opportunities** This is only for outliers where there's no logical fit between a McCain ambition and the Customer's ambition i.e. a potentially harder thing to land that needs calling out. Status for all of the above has been indicated.
SMASH 12 Month Objective	A clear objective that can be reviewed for achievement in 12 months time which is underpinned by a growth mindset.
Comments	Supporting notes – facts, insights, context about the Customer and/or used to trigger actions in the next call/meeting.
Living the plan	Regular progress reviews, updates in status, ensure that it guides the Customer Leaders next meeting actions. Most recent version should be uploaded as a file against the Customer in Salesforce (where Salesforce is used).

Suggested questions to start a coaching conversation supporting a <u>1 year</u> Customer Growth Plan.

- What do we know about this Customer? What do they stand for? How are they performing? Why do their Customers go there?
- How would they describe their biggest challenges? What would they say is impacting their Growth potential? What are they trying to do to be more efficient/save costs?
- How are we performing? What's working well? What do we need to work better to unlock profitable growth and share gain?
- Which Competitor products is the Customer using? Why do they favour using them?
- What's the shape of our portfolio in the Customer? How does this connect to our performance? How do you see the portfolio Jobs to be Done?
- Which Customer challenges can we help them to solve? How will we do this? How would the Customer react to the joint opportunities if you used the language in your plan – would they feel like you had their business or McCain's interests in mind?
- Which initiatives do you think will be a challenge to land in the Customer? What's your thinking on handling their objections?
- How are you feeling about your SMASH objective?
- How can I help/support you?

