



# How To Guide

## What To Do – Plan

Creating compelling and engaging 12 month plans that fuel growth for McCain and the Customer.







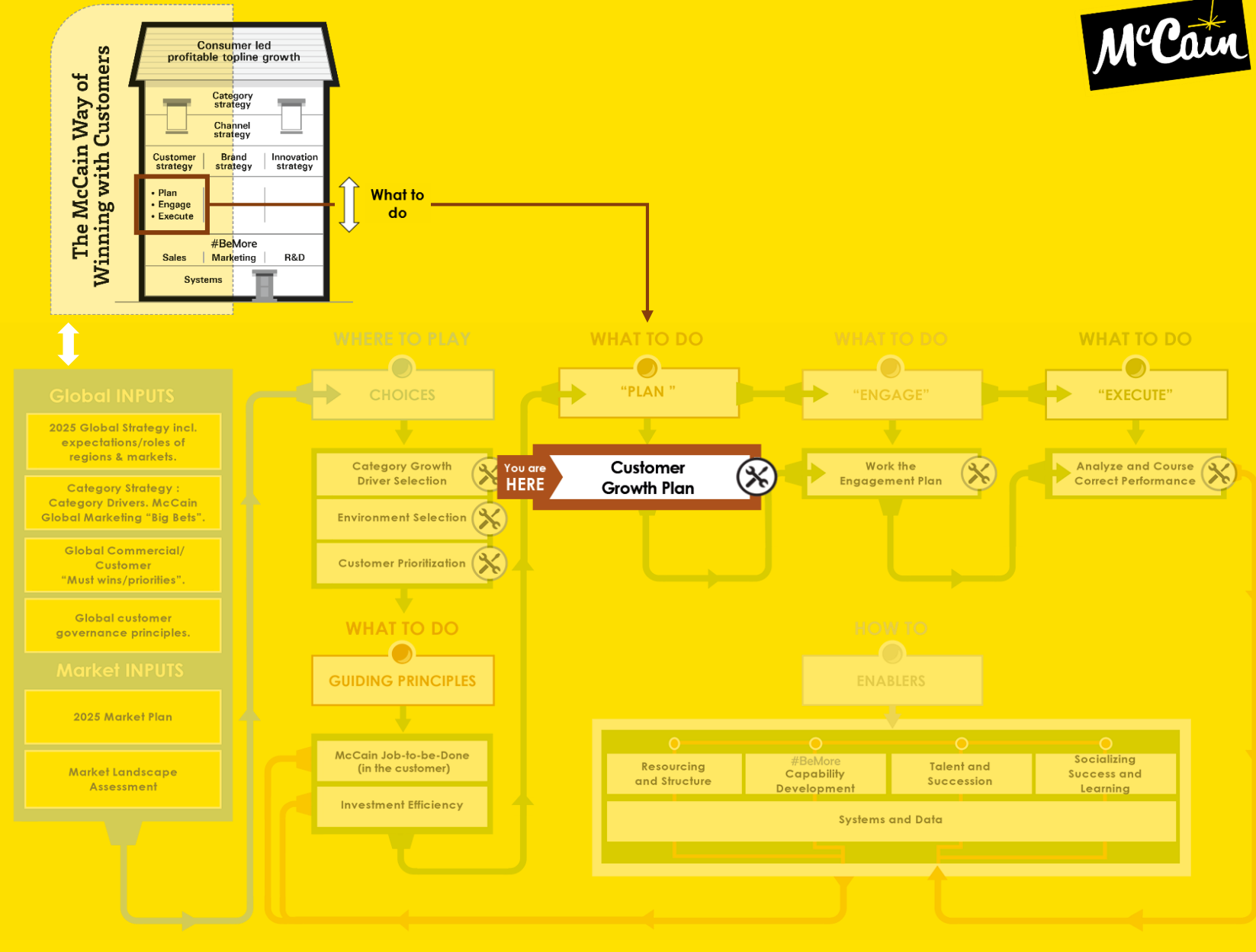
- Where we are in the MWOW commercial ecosystem Slide 4
- The benefits of developing customer growth plans in a consistent way Slide 5
- The main differences vs. the current approach Slide 6
- Getting practical Slide 7
- Familiarizing with the tool Slide 8
- Suggested sequence and way of working Slide 9
- How to complete the tool Slides 10 – 17

**Note:** The Guide uses an OOH Independent Operator as an example. Access the example plans for IH Grocery and Route to Market and use **WITH** this Guide.

# Where we are in the MWOW commercial ecosystem

The **purpose** of developing 12 month **Customer Growth Plans** for “smaller” Customers (like larger OOH Independent Operators, Regional Wholesalers) is to build stronger relevance of McCain to the Customers needs so that McCain is their supplier of choice.

The **outcome** will be Customer confidence in McCain as the supplier that bring solutions which meet its needs/overcome its challenges **AND, confidence** within McCain that there are plans in place which ensure McCain is easy to buy.





## The benefits of developing Customer Growth Plans (12 months) Functional Customer Relationships



- Customers believe that time spent with McCain is time well spent.
- Customers find McCain solutions easy to buy because they have been well thought through as ones that meet their needs.
- Winning more profitable business and improving current business profitability.
- A shift in the dialogue with customers from product to business conversations.
- Identifies the Customer's challenges against which initiatives in the Marketing Plan can be sold.
- Improvements in efficiency, effectiveness and revenue generated from time with the Customer.

## The main differences vs. the current approach

- Adoption of a consistent approach.
- Common principles with the 3 years Customer Growth Plan to minimize new learning when people transition to bigger, strategic customers.
- A living plan.
- More rigor and discipline.
- Hosting on Salesforce as an attachment to give greater internal visibility.



# Getting practical

WHEN

When to do this

- Develop in line with the AOC and availability of the forward Marketing Plan.
- Ongoing updates and reviews of the Plan as the guide to drive action with the Customer.

WHAT

What it replaces

- All existing Customer Plan formats.

WHO

Who should be involved

- Customer Leaders are the owners of developing and deploying the plan. reviews.
- Sales Leaders will challenge and build through development of the plan. They will support as required through its deployment and lead regular views to track progress.



Sources of data

- 7 C's knowledge fuelled by internal and external sources.
- Customer contacts to gain insight to the Customer's business.

MWOW

MWOW interdependencies

- **INPUTS**
- Global and Market Marketing priorities.
- Investment Principles.
- **The OUTCOME will influence**
- Work the Engagement Plan.
- Analyze and Course Correct Performance



# Familiarizing with the tool



- 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.
- 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.

McCain Customer Growth Plan

Customer:  Plan Year:

Business Unit:  Plan Owner:

Plan Status:  Plan/Revision Date:

Customer Performance

McCain Performance in the Customer

Customer's Challenges (Needs)

Learning from Last Year

Alignment

Opportunity Calendar

SMASH 12 Month Objective

Comments

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.

# Suggested sequence and way of working

|   | What needs to happen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Who should participate                                                               | Format and approximate duration                                                               |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| 1 | <p>Prioritize the customers for which a Growth Plan will be developed.</p> <ul style="list-style-type: none"> <li>- Identify and agree which customers to start with given the high number that are likely to fall into this criteria.</li> <li>- Brief the respective Customer Leaders and identify Customer Leaders "buddies" to bounce things off as plans are developed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>- Sales Leaders/Customer Leaders.</li> </ul>  | <ul style="list-style-type: none"> <li>- Team meeting (30 – 60 mins).</li> </ul>              |
| 2 | <p>Create a draft plan using knowledge of the Customer and the Marketing calendar.</p> <ul style="list-style-type: none"> <li>- Utilise the 7C's framework to capture a picture of the Customer's business and their challenges.</li> <li>- Populate and review the business that McCain has with the Customer today and the business that competitors have.</li> <li>- Identify the Jobs to be Done and new listing targets.</li> <li>- Take a view on the natural synergies between the Customer's challenges and the initiatives in the Marketing Plan i.e. where the Customer can be helped through McCain propositions.</li> <li>- Summarize the opportunities and map them against the calendar adding in the key activities that need to take place.</li> <li>- Summarize the plan in a SMASH objective.</li> </ul> | <ul style="list-style-type: none"> <li>- Customer Leaders.</li> </ul>                | <ul style="list-style-type: none"> <li>- Desk work (60 - 120 mins).</li> </ul>                |
| 3 | <p>Share, challenge, build and sign off the Customer Growth Plan.</p> <ul style="list-style-type: none"> <li>- Review the headlines of the plan to ensure it's ambitious in the pursuit of growth before starting to deploy with the Customer.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>- Customer Leaders, Sales Leaders.</li> </ul> | <ul style="list-style-type: none"> <li>- 1-2-1 or Team meeting (15 mins per cust).</li> </ul> |



# How to complete the tool – Customer information

- Insert the Customer's name (if the Customer details are on CRM, use the same name).
  - Use the drop down to select the correct Environment in which the Customer operates. For Route To Market you will need to type this in.
  - Use the Spell Check function here before saving.
  - Insert your name as the "Plan Owner".
  - Insert:
    - The McCain financial year that the Plan covers.
    - The currency e.g. GBP, USD, Euro etc.
    - The date that the Plan is created.
- McCain Customer Growth Plan**
- Last Update 16/04/2020 at 11:54:36
- |             |                         |
|-------------|-------------------------|
| Customer    | 6DN (Six Degrees North) |
| Environment | Pubs / Bars             |
| Plan Owner  | Gary Barlow             |
- |                    |            |
|--------------------|------------|
| Plan Year          | 2021       |
| Currency           | GBP        |
| Plan Creation Date | 01/04/2020 |
- Spell Check



# How to complete the tool – Customer information

| Customer Performance                            |                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Turnover / Sales (OOH/IH/RTMkt)                 | 1.1m                                                                                                                                                                                                                                                                                               |
| Average Number of Meals Served Per Day (OOH)    | 75 - 85                                                                                                                                                                                                                                                                                            |
| Number of Outlets (OOH/IH/RTMkt)                | 1                                                                                                                                                                                                                                                                                                  |
| Consumer Average Spend per Visit (OOH/IH/RTMkt) | 35.00                                                                                                                                                                                                                                                                                              |
| Delivery Offered? (OOH/IH)                      | No                                                                                                                                                                                                                                                                                                 |
| Thriving or Surviving? (OOH/IH/RTMkt)           | Thriving                                                                                                                                                                                                                                                                                           |
| Menu / Proposition (OOH/IH/RTMkt)               | Relaxed, casual and informal micro-brewery with food to match. 50:50 food:wet/drink sales.                                                                                                                                                                                                         |
| Kitchen Facilities (OOH)                        | Limited in size & facilities : 2 people cooking, 1 person washing up. Small fryer, 2 ovens, 6 gas rings, microwave. Preparation area. Service heat lamps. Focus on fast turnaround from kitchen to table with bar staff doubling as table servers. Limited storage space - 1 upright freezer only. |
| Top 5 Dishes (OOH)                              | 1. Classic Burger 2. Reuben Sandwich 3. Chicken & Chorizo Salad 4. Mushroom Risotto 5. Hee-Haw (vegan) Burger.                                                                                                                                                                                     |
| Destination Categories (IH/RTMkt)               | N/a                                                                                                                                                                                                                                                                                                |
| Category Role of Frozen (IH/RTMkt)              | N/a                                                                                                                                                                                                                                                                                                |
| Preferred RTM Provider (OOH)                    | Bidfood                                                                                                                                                                                                                                                                                            |

- Capture information about the Customer’s performance as a business being as specific as you can. This helps you to build a picture of the basics – it’s the foundational knowledge needed.
  - How big are they? i.e. their total turnover.
  - What’s the shape of their business? E.g. meals served, number of outlets, average spend per visit, whether delivery is offered.
  - What is their offer? i.e. what are they trying to be famous for.
  - In OOH:
    - Describe their BOH kitchen facilities and staffing including any limitations that may prove obstacles to McCain in the future.
    - Identify the outlet’s top dishes i.e. their best sellers (these may provide opportunities for McCain).
- In Retail and Route to Market:
  - Identify the main destination categories i.e. the ones the Customer uses to draw people in/the ones that Shoppers over spend on.
  - Clarify the role that Frozen plays in the Customer’s mix e.g. is it Destination/Drive, Routine/Hold, Convenience/Squeeze?

**Destination/  
drive categories**

Over index on space allocation and best locations.  
Higher levels of assortment coverage.  
More frequent reviews.  
More promotional activity and aggressive pricing.  
Differentiation and exclusivity.  
Better than fair share expected.  
High growth expected.

**Routine/  
hold categories**

Fair share of space by volume requirement.  
Match competition range, promotions, pricing, private label and NPD.  
Regular reviews.  
Significant contributors to store sales and profit – therefore very closely scrutinised.  
Fair share expected.  
Growth expected.

**Convenience/  
squeeze categories**

Under-indexed on space and poorer quality locations in store.  
Limited assortment.  
Low level of change activity – range, space, merchandising.  
Limited promotions and more premium pricing.  
One-in one-out change policy common.  
Below fair share.  
Low growth, if any.

**Top tips:**

- Don’t worry if you have knowledge gaps when you first complete this – use it as a prompt to **ask questions** and be curious about your Customer’s business when you are next with them.



# How to complete the tool – Customer information

## Customer's Challenges (Needs)

|                                                                                                                                                                                                                                                                                                       |                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Increasing footfall and food/drink spend consumed on site - located in an area with lots of "dining in" competition AND city residences. Used a lot for carry out beer with generates c \$300k of revenue p.a.                                                                                        | Growth               |
| Building a reputation for food as well as the beer brewed on-site. Food is secondary in the Mgt Team's eyes despite being 50% of turnover.                                                                                                                                                            | Growth<br>Efficiency |
| Adding an additional site is part of their plans but they're unsure how key the on-site micro-brewery is to their proposition & whether they could service with beer from the original location.                                                                                                      | Growth               |
| Maintaining food/beverage margins is key to help fund another site & a challenge as costs increase.                                                                                                                                                                                                   | Efficiency           |
| Fairly high rotation of bar staff requires ongoing training about their Beers & expectations of food service.                                                                                                                                                                                         | Efficiency           |
| Driving on-line beer sales as a direct to Consumer model - continue to expand the range of beer types/configurations that can be ordered & manage this from the site but it often overflows to packing FOH rather than BOH/behind the scenes.                                                         | Growth               |
| Managing BOH/Kitchen storage space for meal ingredients is a constant struggle - the kitchen staff believe that the potential headspace for additional covers based on the current frequency of wholesaler deliveries is about another 30 meals / day. More frequent deliveries would increase costs. | Efficiency           |
| Big on the local community participation & want to support local events/people/issues e.g. deliver any food that can't be used the next day to a homeless shelter.                                                                                                                                    |                      |
| Possible expansion of opening hours - exploring roasting their own coffee beans on site.                                                                                                                                                                                                              | Growth               |
| Offering a menu that caters for different allergens - the kitchen answers questions about allergens but they can't offer e.g. gf which limits Guest appeal even though they do brew a Gluten Free beer.                                                                                               | Growth               |

- Capture the big business challenges that the Customer is facing. This should be all about THEIR business and not limited to challenges that you think are relevant to McCain or can be solved through McCain products. Understanding the total picture (and keeping it updated) will enable you to have better business conversations with the Customer and make strong commercial connections between McCain solutions and the customer's business.
- Most of the Customer's challenges will relate to either their topline revenue Growth, or their Efficiency and managing costs. Use the drop down options to align the challenge with the most appropriate lever. Doing this will help you to build the most compelling commercial connection between McCain and the Customer.

### Top tips:

- Talk to the Customer about these if you're not sure what they are.
- Be specific.
- Don't make assumptions!
- If you completed this and put it in front of the Customer – would they go "Wow – you really understand **MY** business".



# How to complete the tool – McCain Performance in the Customer

McCain Performance in the Customer

|                                |        |                                                                                                                    |
|--------------------------------|--------|--------------------------------------------------------------------------------------------------------------------|
| McCain Sales (NSV)             | 21,260 |                                                                                                                    |
| McCain Sales (kg)              | 14,175 |                                                                                                                    |
| Investment Support             | 100    | In 2019 used to support an Beer tasting event as a trial for new lines, successfully got Wedges in via this route. |
| Investment as % of NSV         | 0.5%   |                                                                                                                    |
| Investment/kg                  | 0.7%   |                                                                                                                    |
| Current McCain Service Package | Gold   |                                                                                                                    |

McCain Products Used (OOH)  
/ Listed (IH)

| Conventional | Speciality                      | Differentiated                | Appetizers |
|--------------|---------------------------------|-------------------------------|------------|
|              | Southern Fried Wedges 4x 2.27kg | Gastro Chunky Chips 4x 2.27kg |            |
|              |                                 |                               |            |
|              |                                 |                               |            |
|              |                                 |                               |            |

Competitor Products Used (OOH)  
/ Listed (IH)

| Conventional | Speciality | Differentiated | Appetizers                                    |
|--------------|------------|----------------|-----------------------------------------------|
|              |            |                | DOB Giant Beer Battered Onion Rings 10 x 500g |
|              |            |                |                                               |
|              |            |                |                                               |
|              |            |                |                                               |

- This is about our business with the Customer and capturing the shape of how it is today. This should be straightforward to complete :
  - What’s the value of the Customer’s business to McCain? Even if you don’t have exact NSV sales for an Independent Operator you can build a view based on approximate cases used per day or week.
  - What total volume do they take?
    - How do these compare vs. similar Customers e.g. are they over/under performing?
    - How do these relate to the number of products used e.g. are some slower moving than expected?
  - What investment has been made in the Customer and how has this been used?
  - For OOH Customers – what’s the level of “service package”?
- Identify the McCain products **currently** used by the Customer i.e. the ones used regularly.
- Identify products used by the Customer that are NOT from McCain.
  - The usage of these should be fully explored – they should be opportunities for conversion to McCain and included in your forward plan.

## Top tips:

- If you don’t know which Competitor products are used by the Customer, make a note to explore this in your next visit ... you can look at the menu and compare items vs. which McCain products are used and/or ask the Customer.



# How to complete the tool – McCain Performance in the Customer

Learnings from Last Year

Menu changes are limited & can occur at any time of the year. Typically 1 menu item out and 1 goes in rather than making the menu more complex which then becomes a challenge for the kitchen both in preparation & ingredient management. Change from DOB Wedges to McCain was a success & testing as part of a Beer tasting was the key ... people raved about them & they listen to their Guests.

Jobs To Be Done

|                 | Jobs To Be Done       | Listing Targets                                                                         | Status      |
|-----------------|-----------------------|-----------------------------------------------------------------------------------------|-------------|
| Conventional    |                       |                                                                                         |             |
| Speciality      | Grow Existing         | Uttern Fried Wedges                                                                     | In Progress |
|                 | Win New               |                                                                                         |             |
|                 | Win More              |                                                                                         |             |
|                 | Grow Existing         |                                                                                         |             |
|                 | Win Again             |                                                                                         |             |
| Differentiated  | Improve Profitability | Transition from current Chunky to SureCrisp Gourmet Chunky (c 75% of their Fry volume). | Not Started |
|                 |                       |                                                                                         |             |
| Appetizers      | Win New               | Onion Rings OR B/City Onion Straws to replace DOB                                       | Not Started |
|                 | Win New               | B/City Salt n Pepper Potato Pops or Mac n Jack Bites                                    | Not Started |
|                 | Win New               | B/City Jalapeno Bottle Caps                                                             | Not Started |
| Local Portfolio |                       |                                                                                         |             |
|                 |                       |                                                                                         |             |
|                 |                       |                                                                                         |             |

- Before thinking about the year ahead take the time to reflect on the big learnings from the current/previous year:
  - What worked well in the Customer that might be worth replicating?
  - What was tried but didn't work so well? How might this be improved on in the year ahead?

- Reflecting on the mix of the Customer's Challenges, the current McCain listings and Competitor listings we can think about the "so what for McCain". This leads to the identification of our Jobs to be Done (JtbD) in the Customer across different Product Groups that will unlock profitable topline growth.
- Familiarize with the different descriptions of Jobs to be Done shown below.
- Use the drop down menu to select the type of Job to be Done and against each one insert a product description.

## EXAMPLE:

- In the Customer Performance/Challenges we highlighted that:
  - The Customer is looking to grow revenue to help fund another site
  - 50% of this Customer's sales were from Drinks
  - They want to increase on-site spend, and,
  - It's a Micro-Brewery
- ... THEREFORE, Win New business with Brew City would be a logical target that benefits the CUSTOMER and McCain.

- |                         |                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • Win new               | • The Customer is using/selling a solution solely supplied by a McCain competitor. The growth opportunity is for McCain to replace the competitor by demonstrating a customer benefit and gain category share OR,<br>• The customer has a gap in their consumer offer and does not currently have a solution. The growth opportunity is to win profitable new business which grows the category and McCain's share. |
| • Win more              | • The Customer is sourcing the same solution from multiple suppliers including McCain. The growth opportunity is for McCain to profitably win a greater share of supply.                                                                                                                                                                                                                                            |
| • Grow existing         | • The Customer is sourcing solutions from McCain and volumes are fairly consistent. The growth opportunity is to increase the Customer's usage or rate of sale by supporting them with relevant activations that create demand with their customers. This grows the category and McCain's share.                                                                                                                    |
| • Win again             | • The Customer is sourcing from McCain but formally considering alternative suppliers. The growth opportunity for McCain is to profitably win the business again either with improved profitability and/or, with a higher value solution that delivers benefits worth paying for by the customer which grows the category and McCain's share.                                                                       |
| • Improve profitability | • The Customer is sourcing solutions from McCain but the profitability of this business to us is not favourable vs. the profitable topline growth ambition. The opportunity is to explore all opportunities both internally and with the customer to address the profitability. If a profit improvement plan is not viable it could lead to a managed exit (subject to relevant Commercial Leader approvals).       |

### Customer's Challenges (Needs)

|                                                                                                                                                                                                                |                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Increasing footfall and food/drink spend consumed on site - located in an area with lots of "dining in" competition AND city residences. Used a lot for carry out beer with generates c \$300k of revenue p.a. | Growth               |
| Building a reputation for food as well as the beer brewed on-site. Food is secondary in the Mgt Team's eyes despite being 50% of turnover.                                                                     | Growth<br>Efficiency |

- The Customer's challenges auto-populate from the previous inputs (shown on Page 12).

- The forward Marketing Plan will be the source for you to populate ALL of the McCain initiatives.

| McCain Marketing Activity Plan            | Increasing footfall and food/drink spend cons... | Building a reputation for food as well as the... | Adding an additional site is part of their pl... | Maintaining food/beverage margins is key to h... | Fairly high rotation of bar staff requires on... | Driving on-line beer sales as a direct to Con... | Managing BOH/Kitchen storage space for meal i... | Big on the local community participation & wa... | Possible expansion of opening hours - explor... | Offering a menu that caters for different all... |
|-------------------------------------------|--------------------------------------------------|--------------------------------------------------|--------------------------------------------------|--------------------------------------------------|--------------------------------------------------|--------------------------------------------------|--------------------------------------------------|--------------------------------------------------|-------------------------------------------------|--------------------------------------------------|
| Grow the core by penetrating more dishes. |                                                  | X                                                |                                                  | X                                                |                                                  |                                                  | X                                                |                                                  |                                                 |                                                  |
| Develop Appetizers through Brew City.     | X                                                | X                                                |                                                  |                                                  |                                                  |                                                  | Possible challenge to be overcome                |                                                  |                                                 |                                                  |
| Win in Breakfast.                         |                                                  |                                                  |                                                  |                                                  |                                                  |                                                  |                                                  |                                                  | Possible opportunity - tbc.                     |                                                  |
| Win in Delivery.                          | X (or collection)                                | X                                                |                                                  |                                                  |                                                  |                                                  | Possible challenge if seen as additional sku     |                                                  |                                                 |                                                  |
| Win in Sharing Occasions.                 | X                                                | X                                                |                                                  | X                                                |                                                  |                                                  | X                                                |                                                  |                                                 |                                                  |

- Don't force a fit. Only capture the logical, natural fit.
- It's ok to have gaps.
- A stronger plan will be built by leveraging the synergies and it will be easier for your main contact to say "Yes".

- Insert a “X” where there is a logical fit between the Customer and McCain  
e.g. Develop Appetizers through Brew City could bring benefit to the Customer against two of their challenges BUT there may also be some objections from the Customer given their limited BOH/freezer storage space so this has been captured and will prompt suitable preparation.



# How to complete the tool – Opportunity Calendar

- This is where we take the thinking done through the other sections of the Plan in to a Calendar of activity which will guide your actions with the Customer and against which progress will be tracked.

- The Joint Opportunities are the ones that will deliver commercial benefit to McCain and the Customer.
- Each one should be written as something that the Customer will find motivating e.g. No. 3 “Pull more pints...” is more engaging than hearing “I want to talk to about Brew City ..”
- Add to the Opportunities through the year.

Opportunity Calendar

| Top 3 Joint Opportunities                                                                                                                                    | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Activity Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Status      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1. Convert Beer only carry out sales TO "Food & Beer Takeaway/Delivery" sales to drive additional revenue as a contributor to funding a second site opening. |     | X   | X   | X   | X   |     |     |     |     |     |     |     | Beer Carry out drops down in the Summer & peaks in the Autumn. Delivery may be too big a step so in August suggest a September trial of a "takeaway food" concept to be offered alongside carry out Beer sales. This will play to the local residents and maximize sales without the additional costs of servicing an aggregator. Take a limited menu to trial, switch out Chunky Fries for Sure Crisp & recommend a packaging format that can go in to the carry out boxes.                                                                  | Not Started |
| 2. Delight Guests and uptrade dish prices by using existing ingredients more creatively across the menu.                                                     | X   | X   | X   |     |     |     |     |     |     |     |     |     | A Menu review has highlighted uptrading opportunities:<br>Chunky Fries to be added as an add on to Sandwiches @ lunchtime: slightly smaller portion size & lower menu price than as a standard side<br>Wedges to be included in the Hot Sharer which is centred on Spicy/BBQ Chicken Wings & increase menu price<br>Onion Rings are used/sold only as a side dish. Need to understand why underselling vs. similar outlets (poss quality of the DOB used?) & suggest replacing with McCain but to be used also as an optional Burger topping. | In Progress |
| 3. Pull more pints and revenue from the Beer only drinkers.                                                                                                  | X   | X   | X   |     |     |     |     |     |     |     |     |     | The "Bar Snacks/Beer accompaniments" are limited to cold, bagged snacks. Brew City is a perfect fit for the Microbrewery & opportunity to increase spend by the c. 30% wet only (non food) Customers. Challenge to be overcome will be Kitchen Freezer storage so 2 sku's may be the max. Need to take advantage of the outdoor/summer increase in Beer consumption so suggest a tasting/trial in July will be key. Then look to get permanently menu'd (poss rotation of 1 sku or a guest sku every quarter).                                | Not Started |
| 4. Explore the Breakfast-to-go opportunity (if there Coffee Roasting gets off the ground).                                                                   |     |     |     |     |     | X   |     |     |     |     |     |     | Stay close to the Coffee/Roastery plans and possible Breakfast expansion. As appropriate, bring Breakfast Menu advice & include Hash Browns.                                                                                                                                                                                                                                                                                                                                                                                                  | Not Started |
|                                                                                                                                                              |     |     |     |     |     |     |     |     |     |     |     |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
|                                                                                                                                                              |     |     |     |     |     |     |     |     |     |     |     |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
|                                                                                                                                                              |     |     |     |     |     |     |     |     |     |     |     |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |

- Timings should be an indication of when you'll take action with the Customer. Where relevant these should overlap with Marketing timings e.g. when there's media or promotional support to back up an initiative.

- The Activity Plan should outline your thinking about what and how you are going to land and achieve the targeted Jobs to be Done i.e. your plan of how you will position the proposition in a way that makes it easy for the Customer to buy because it's right for THEIR business.
- Use the drop downs to identify the status against each initiative and update this as you progress through the year.

- The McCain opportunities are those where there's MORE benefit to us than the Customer e.g. in this example it's swapping DOB for McCain.

| Top 3 McCain Specific Opportunities                                                              | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Activity Plan                                                                                    | Status      |
|--------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------------------------------------------------------------------------------------------------|-------------|
| 1. Competitive win in Onion Rings (may be able to connect this to the second joint opportunity). | X   | X   | X   |     |     |     |     |     |     |     |     |     | Land Chunky Fries & Wedges menu expansion outlined above & then open discussions on Onion Rings. | Not Started |
|                                                                                                  |     |     |     |     |     |     |     |     |     |     |     |     |                                                                                                  |             |
|                                                                                                  |     |     |     |     |     |     |     |     |     |     |     |     |                                                                                                  |             |
|                                                                                                  |     |     |     |     |     |     |     |     |     |     |     |     |                                                                                                  |             |
|                                                                                                  |     |     |     |     |     |     |     |     |     |     |     |     |                                                                                                  |             |
|                                                                                                  |     |     |     |     |     |     |     |     |     |     |     |     |                                                                                                  |             |

- The same principles apply as above but it's likely this will be a more challenging sell because the obvious benefits to the Customer are not as strong.



- Wrap up the Customer Growth Plan with a SMASH (Specific, Measurable, Actionable, Stretching, Harmonious (to McCain and the Customer)). Note: Plans incl. SMASH objectives will be discussed and reviewed with Line Managers to ensure they are contributing to the ambition for profitable topline growth and sustainable share gain).

- Use the Comments area for freehand notes that can act as further reminders when you look at the Plan whilst planning a Customer meeting.
- Delete/update/add to these.

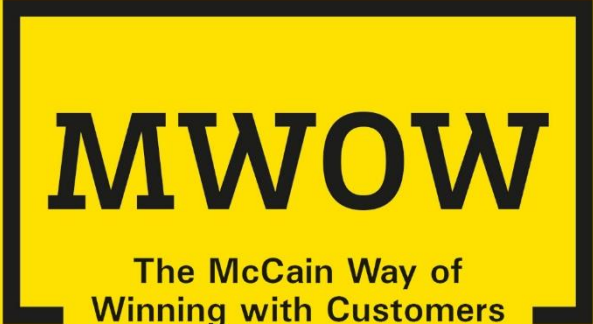
- Use the drop downs to identify the status against the objective.

**REMEMBER:**

- This is a living plan – use it to:
  - Guide your pre-call preparation, the structure and content of your Customer meetings and the questions you ask.
  - Keep current, up to date with Customer information.
  - Add additional opportunities as they become obvious.





The logo consists of a black rectangular frame with a thick border. Inside the frame, the letters 'MWOW' are written in a large, bold, black serif font. Below the letters, the tagline 'The McCain Way of Winning with Customers' is written in a smaller, black sans-serif font.

**MWOW**

The McCain Way of  
Winning with Customers