

# Customer Growth Planning – A snapshot.



In today's business world, **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 our success.

Step into your customer's shoes



**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** so that we deliver profitable topline growth and sustainable share. This needs to be **done in parallel to acting now** as we run the business today **setting good precedents** for the future.

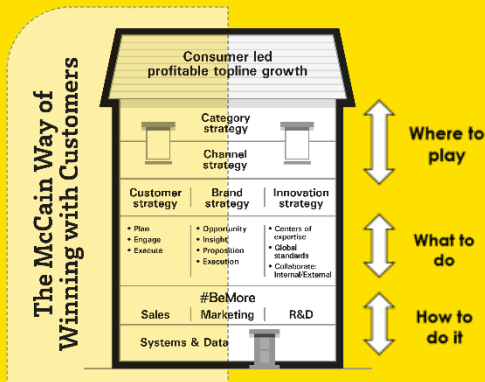


**ACT NOW**  
for today  
and tomorrow



**PLAN NOW**  
to grow the  
business for the  
future

**Customer Growth Planning is critical to unlocking the level of connectivity** needed between McCain and Customers. We have to **focus on helping Customers achieve their objectives first and McCain second**. If they win, we win.



**The McCain Way of Winning (MWOW)** is our **systemized, consistent approach** that drives informed choices, consumer led solutions and is **inclusive of all the Commercial functions**.

It demands that our **sales teams go deeper and be more curious about their customer's business**, to know it intimately so that growth **opportunities can be identified across the value chain**, explored and acted upon to bring mutual benefit. We will **do this through Customer Growth Plans** with **greater transparency and accountability** so that all sales teams are **operating with a mindset for growth**.

**Crafting the journey to profitable growth** requires development of **Customer Growth Plans** at a **Global and/or Market level** to **unlock growth for the Customer** and **achieve McCain's jobs to be done** using a relevant mix of **Growth, Efficiency and Engagement** levers.





The **level of detail and plan duration varies to reflect our current and desired relationship** with the Customer. There are **2 versions of the Customer Growth Plan** which follow the same principles:

**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.**

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Which Customers</b>                               | Big 3 (McDonalds, Yum, RBI), Global and Local Customers identified in the "Top 50" (In Home, Out of Home and Route to Market).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | To be decided locally. Typically, large OOH Independent Operators, Regional Wholesalers, Regional Grocery Chains.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Breadth of conversation</b>                       | Growth, Efficiency and Engagement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Growth and Efficiency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>The purpose</b>                                   | Unlock sustainable profitable growth built around consumer and business conversations that elevate McCain's position as <b>THE PREFERRED</b> supplier of choice.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Build stronger relevance of McCain to the Customers needs so that McCain is their supplier of choice.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>The outcome</b>                                   | McCain gets a seat at the top table of Customers and is seen as an integral part of strategy development and execution beyond the Buying office <b>AND</b> , confidence through the visibility, access to and continuous updates of Customer Growth Plans.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Increased Customer confidence in McCain as the supplier that bring solutions which meet its needs/overcome its challenges which translates into buying more from McCain <b>AND</b> , confidence within McCain that there are plans in place which ensure McCain is easy to buy.                                                                                                                                                                                                                                                                                                                                                                      |
| <b>The benefits</b>                                  | <ul style="list-style-type: none"> <li>Winning more profitable business and improving current business profitability.</li> <li>A significant shift in the dialogue with customers that goes beyond the current contact network and sphere of influence.</li> <li>Improved investment efficiency and effectiveness that supports the achievement of the different jobs to be done in the portfolio.</li> <li>Internal alignment to the 3 year vision and rolling 12 month plan being pursued in strategically important customers.</li> <li>Develops the use of a broader set of currencies, beyond investment, across the growth, efficiency and engagement levers that are important to customers.</li> <li>Provides a platform to ensure market plans for Global and Regional customer plans are in sync.</li> </ul> | <ul style="list-style-type: none"> <li>Customers believe that time spent with McCain is time well spent.</li> <li>Customers find McCain solutions easy to buy because they have been well thought through as ones that meet their needs.</li> <li>Winning more profitable business and improving current business profitability.</li> <li>A shift in the dialogue with customers from product to business conversations.</li> <li>Identifies the Customer's challenges against which initiatives in the Marketing Plan can be sold.</li> <li>Improvements in efficiency, effectiveness and revenue generated from time with the Customer.</li> </ul> |
| <b>The main differences vs. the current approach</b> | <ul style="list-style-type: none"> <li>Adoption of a consistent approach.</li> <li>Common principles with to minimize new learning when people transition across customers.</li> <li>A living plan.</li> <li>More rigor and discipline.</li> <li>Hosting on a secure site to give greater visibility of key customer plans (3 Year Plans).</li> <li>The ability to roll up key parts of the plans across markets for selected customers.</li> <li>Hosting on Salesforce as an attachment to give greater internal visibility (1 Year Plans).</li> </ul>                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



Recognizing this **significant change** in how we build Customer Growth Plans there are **support materials available** including a TedTalk: The first 20 hours -- how to learn anything | Josh Kaufman



<https://youtu.be/5MgBikgcWnY>

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#### 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.

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#### 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.                                     |

**Now is the time to:**

- **Focus** less on how we push product and more **on how we impact our Customer's businesses.**
- Shift from comparing McCain to other suppliers and **start to create real value for Customers.**
- **Concentrate on making a difference** so the sales follow.

**Act now and start programming McCain's future history with Customers:**

1. Familiarize with the #BeMore content on Commercial Acumen and Metrics That Matter – this will support your ability to understand Customers more deeply.
2. Discuss with your Sales Leader which format of Customer Growth Plan is relevant for you to complete.
3. Access the relevant How to Guide, Blank Tool and Worked Example and take a look.
4. Get started with what you know or aim to complete a section each day. Identify gaps and be resourceful in closing them.
5. Review progress with your Sales Leader and agree the plan that you will execute with the Customer in F21.