Commercial Leader Guide

Hot Topics

Maximizing the In Home Grocery shopping opportunity via E-com

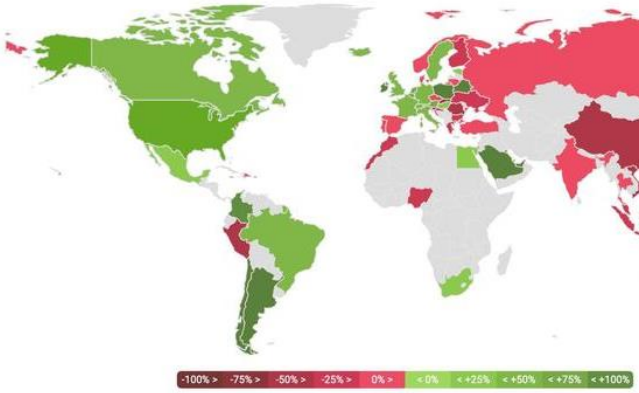
CONTENT

Introduction	Page 3.
Clarity on the desired outcome	Page 4.
The In Home Grocery E-com landscape	Pages 5 - 7.
E-com from the Customers perspective	Pages 8 - 9.
Stepping up to do the executional basics brilliantly	Pages 10 - 18.
- The E-Com shopper journey	Pages 10 - 11.
- Right Range and Available Everyday	Page 12.
- Showing up in Search	Pages 13 - 14
- Promotions	Pages 15 - 16.
- Hero Images	Page 17.
- Additional content and "must have assets" in the short term	Page 18.
Roles and responsibilities	Page 19.
Measuring success	Page 20.
Identifying and engaging new customers in the short term	Page 21.
Quick audit checklist vs. the short term executional basics	Page 22.
Examples of good E-com practice in McCain	
- Promotions	Pages 24 - 26.
- Hero Images	Pages 27 – 29.
- Additional content	Page 30.

Introduction

There have been considerable increases in E-com activity over recent weeks. This follows decisions by governments around the world to implement stringent lockdown measures to slow the spread of Covid-19.

March 2020: Country changes vs. average E-com revenue*.



Shopping and purchasing habits have changed due to a range of factors including fear of infection, social distancing, travel restrictions, numbers allowed in stores, who's at home to be fed and how often. This has significantly impacted Grocery shopping with increasing numbers turning to buying on-line for home delivery or to click and collect from Grocery.com e.g. Tesco on-line, Pureplay e.g. Amazon Fresh, or Grocery Aggregators like Instacart who have seen a growth of +15% in basket spend**.

Short term, all players are responding with more slots e.g. Tesco GB have doubled slots from 590k to 1.2m/wk. in 7 weeks*** but it is not without its challenges. Scaling up requires recruitment (Amazon US recruited 100,000 people in 4we 17th April), logistics collaboration from a range of partners including suppliers, and expanded IT capacity.

Long term the outlook is that over 60% of shoppers will stick with some level of on-line purchasing for groceries. As a "where to play" environment it is likely to become increasingly important for most markets.

This Guide captures the "must do" activities to capitalize on the short term opportunity in Grocery.com, Pureplay and Grocery Aggregators. Please use this as input to step up our presence and sales.



Sources:
* Emarys/GoodData.
** SupermarketNews 23rd March 2020.
*** Dave Lewis, CEO, Tesco plc.

The desired outcome

Marketing and Sales teams are better equipped, able and confident to seize the short term on-line grocery opportunities that Covid-19 is presenting. There is,

- Clarity on what good looks like.
- A clear identification of the immediate actions to take that will provide the biggest commercial impact.
- Proactivity and speed in making them happen.
- A noticeable difference in how we show up on customer's grocery related E-com platforms.



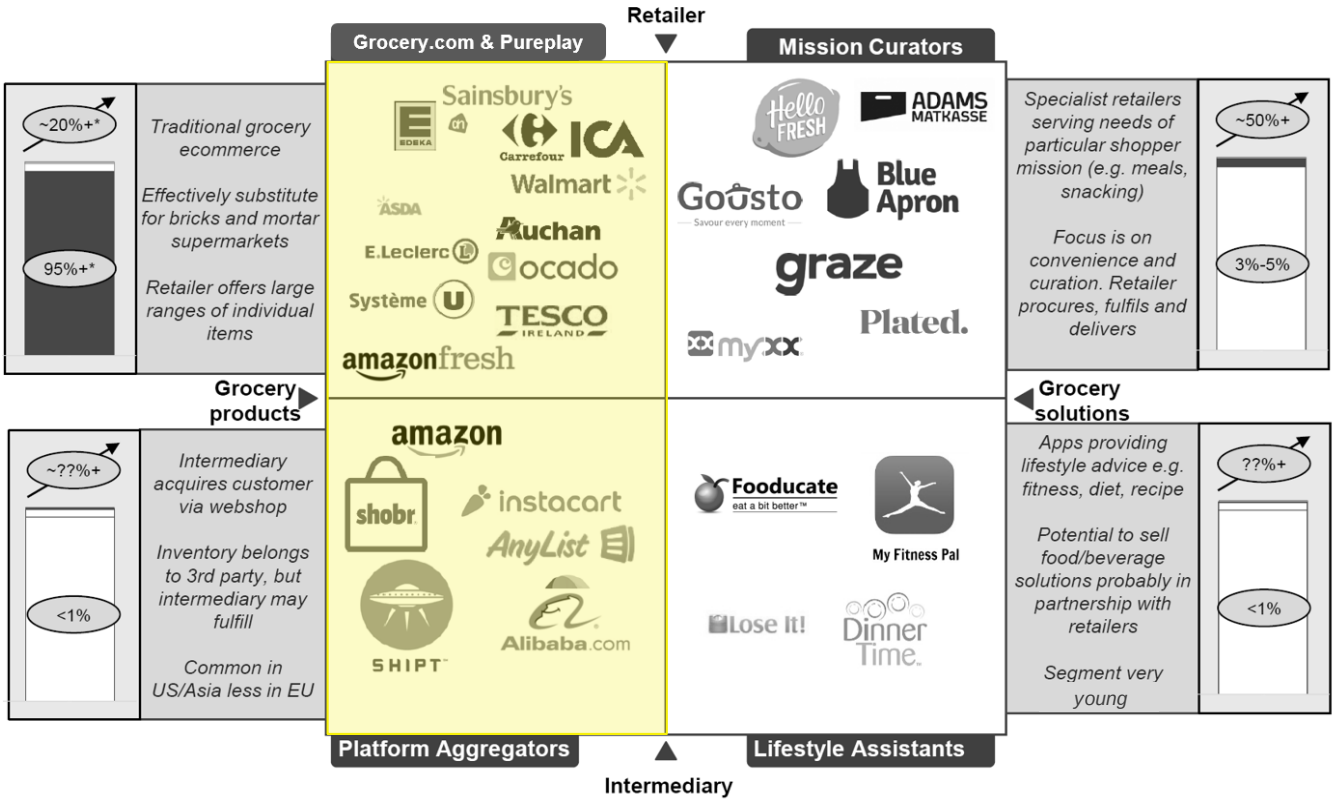
Favorable precedents are set with Customers that:

- Support maximization of their sales.
- Work with their operational challenges.
- Enhance the Shoppers experience of their E-com platform.

Ultimately this is about taking action to increase our sales and share of the Retail E-com environment through the application of the principles in this guide.

The In Home Grocery E-com landscape

The Grocery E-com market is complex with a wide range of innovative and distinct models which are continuously evolving. Broadly these map to four segments:



Source: Quantic
Accurately measuring and tracking E-com model performance is challenging – growth trajectories and shares of Grocery E-com are aggregated based on multiple sources where possible.

Given the relative importance of Grocery.com, Pureplay and Aggregators this is our focus i.e. the left hand side of the model.

Key Terms:

Grocery.com – A retailer with both physical stores and an online e-commerce business – often know as bricks and clicks, e.g. Walmart.com

Pureplay – A retailer that purely operates through an online e-commerce platform – e.g. Amazon Fresh

Aggregators – A retail platform that sources and aggregates products from physical retail stores e.g. Instacart

There are a wide range of business models with propositions and operating models varying significantly.

Grocery.com and Pureplay.

Product range	How broad is the range of products offered: • **Generalists:** Broad range, similar to a hypermarket. • **Specialists:** Small range targeted to specific niche segment (e.g. fresh and healthy foods or drinks only).
Product fulfilment	Where are products picked for delivery: • **Store network:** Leverage currents stores for picking orders. • **Dark stores:** Similar to a store, but dedicated to serve on-line customers. • **Dedicated CFC** (comprehensive fulfilment center): Specially built warehouses to make picking for on-line orders as efficient as possible via automation.
Order delivery	How are products delivered to shoppers: • **Home delivery:** Orders delivered to the Shoppers chosen address. Can be same day delivery or planned slots. Can be own transport or by a third party. • **Click & Collect** (C&C): Shopper picks orders at a collecting point. Can be at a store location or dedicated C&C sites.
Revenue model	How shoppers engage with Grocery.com or Pureplay platform: • **Transactional:** Shoppers order products on demand. • **Subscription:** Customers pay a fee to receive a product or products delivered to them on a recurring schedule.

As a Pureplayer, Amazon is an eco-system of different Grocery models which are constantly evolving. The key ones being:

amazon
- The core platform which is open to both 1st party (Brand Owners) and 3rd party (Distributors) to sell goods.
- Some 3rd party Wholesalers and Distributors may sell McCain products here.

amazon pantry
- Dedicated grocery site for ambient goods (therefore not Frozen).
- Focus on essentials, open to Prime members only.
- National delivery coverage with a minimum basket spend.

amazonfresh
- Full service grocery offering in cities only. Open to Prime members.
- Deliver to the door with 1hr delivery slots now becoming available.
- Partnership with Morrisons supermarket in GB.

prime now
- The Morrisons supermarket on-line store in GB, offering 2hr delivery.
- In other markets such as the US it acts as an Aggregator, fulfilling local store orders including Wholefoods, with local, fast delivery times.

amazon go
- A cashless, physical supermarket in the US and planned for GB.

Aggregators.

- They offer a marketplace for retailers, and a shopping platform for Shoppers. Platform owners don't manage any grocery stock – they partner with retailers allowing shoppers to combine in one order products from multiple grocery retailers).

Product range	• Broad range of groceries delivered within 1 or 2hrs from multiple retailers.
Product fulfilment	• Picking done in store by a mix of platform employees (e.g. Instacart employees) and contractors.
Order delivery	• Home delivery by contractors in own vehicles who pay for fuel. • Delivery is done within 1-2hrs at a cost to the Shopper normally plus a tip to the driver.

Revenue model	• Three revenue streams:
	  • Markup on goods sold.
	  • Delivery fees.
	  • Advertising from brands.

Emerging on the back of Covid-19.

- Food for tonight operators such as Deliveroo are also experimenting with adding grocery shopping to their offer. This is relatively small today, but may grow post Covid-19. One to watch but not to be prioritized over Grocery.com, Pureplay and Aggregators

RECOMMENDED ACTIONS:

- Identify the largest Grocery E-com providers in your market and familiarize with their business models. Do not assume it is Amazon.
- Focus resources on the players who have the largest market share of E-com grocery today AND are growing cash sales ahead of the market.
- If you do not have data for the Frozen specifically– Grocery will be a good proxy.

E-com from the Customer Perspective

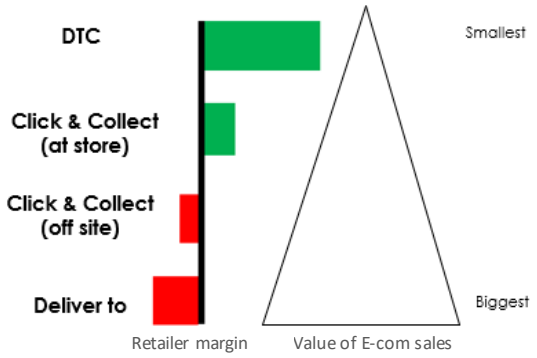
Profitability is THE biggest short and long term challenge.

	Store (Bricks n Mortar)	Grocery.com (Store pick)	Grocery.com (Dark store)	Grocery.com/ Pureplay (Central Fulfilment Center)	Aggregator (Store pick)
Typical EBIT	2.0%	(8% - 12%)	(2.9%)	3.3%	16-18% with a retailer partnership (37-39%) with no retailer partnership

Source: Quantic, based on interpreted GB data.

Grocery.com

- The cost to serve is higher than in physical stores so a shift to on-line ordering is margin dilutive, especially in the case of "Deliver at home". This is partially off-set by selling E-com media space to brands and developing delivery models such as Click & Collect where possible.
- In response to Covid-19, many have reduced ranges on offer both in stores and on-line. The focus is on availability, supply chain efficiency and extending the number of delivery slots.



- Through Covid-19 the mix of their business has significantly shifted although in-store purchases which are the most profitable, remain the largest share.

Pureplay

- Tends to be focused on automation and efficient pick / packing of products to reduce the cost to serve.
- Algorithms are used to make many of the placement and even promotional decisions – understanding the way these algorithms work is critical to being present on the Shoppers page.
- Amazon accept listings from both 3rd parties and original brand owners. They will hero whichever product gives the greatest margin, rate of sale and has the best availability.
- In response to Covid-19 the focus has been on expanding capacity to supply rather than expanding ranges.

Grocery Aggregators

- The main barrier to growth is the availability of delivery slots and the price premium which shoppers will pay for the convenience of delivery.

- There is no way for McCain to be listed directly with most aggregators, but there may be promotional opportunities.

Direct to Consumer (DTC)

- Direct to consumer is generally niche in grocery although the ability to connect directly with consumers, build a relationship with them and understand their needs directly makes it an interesting option that is mainly explored by big brands for insight rather than commercial benefit.

RECOMMENDED ACTIONS:

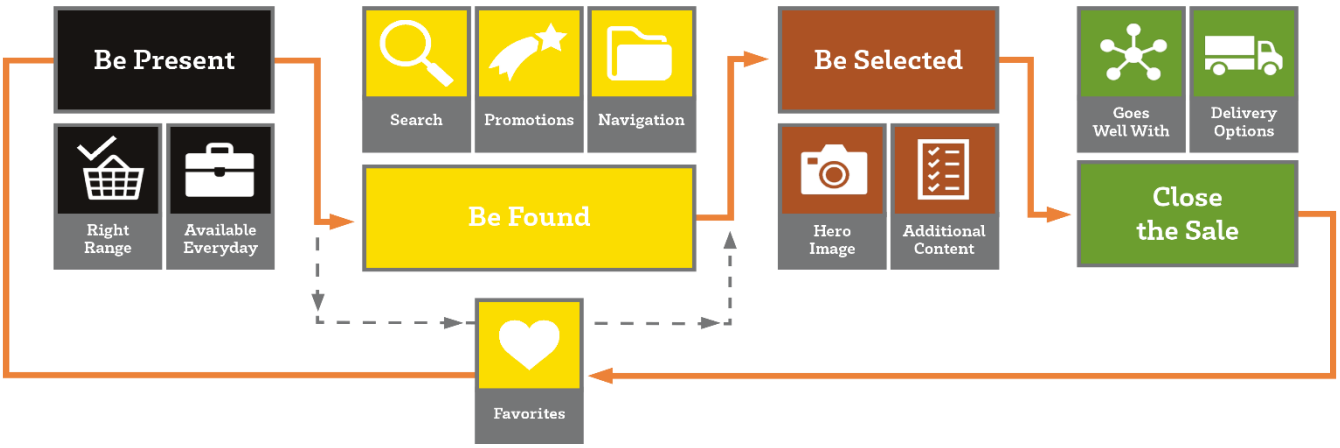
- Through Covid-19, E-com providers will be focused on logistics and operational efficiency so ensure there's good availability of a tight range of core products.

- Be prepared with responses to requests for investment in on-line media especially from Grocery.com retailers. (Buyers may have specific targets on media investment as it off-sets profit dilution in the channel but typically delivers a low ROI).

Stepping up to do the E-com executional fundamentals brilliantly

The E-Com shopper journey

- There are 9 execution fundamentals to be addressed in E-com which work together to enhance the Shopper's on-line journey and experience. If done well these increase the likelihood of McCain products becoming placed in the Shopper's "Favorites".



E-com Execution Fundamental	Description	McCain short term focus (Y/N)
Right Range	Having the right assortment (products and packs) to meet the Shopper's needs.	**Yes**
Available Everyday	Ensuring product is always available to buy.	**Yes.**
Search	Owning the keywords that shoppers type in to search.	**Yes.**
Promotion	Activating and supporting products in a way that appeals to shoppers.	**Yes.**
Navigation	Organizing and connecting paid and owned on and off-line information/media in a logical way with minimal clicks.	No.
Hero Images	Making brands/products visible in a way that makes buying easy.	**Yes.**
Additional Content	Providing relevant and meaningful content to support the buying decision.	**Yes.**
Goes Well With	Connecting brands/products together to maximize reach, shopper engagement and basket spend.	No.
Delivery Options	Providing a shopper with an optimal supply route (method, cost, time).	No.
Favorites	Presence in the Shopper's preferred list (the right to be in this has to be earned).	No.

The importance of Favorites.

- More than 80% of Grocery E-com shopping missions are routine, stock-up shopping trips with stockpiling a bigger focus through Covid-19 on-line grocery shopping. Regular weekly baskets are often completed with over 1/3rd of "adds to baske coming from favorites lists.

- Favorites are automatically populated by retailer E-com systems based on the shoppers previous purchase history. The only way for McCain products to get into the favorites list is to have previously been selected and purchased.





Focussing in the short term on being added to basket.

- In the short term, we can take actions to influence McCain products being added to basket. For example "adds to basket" are influenced by great execution of the fundamentals:
  - 60% come from the top 4 items that appear on screen. Getting onto the top row of product listings is extremely important.
  - 30% are influenced by search.
  - 20% are responses to promotional offers.

- The execution fundamentals which will make the most impact to getting added to basket and that McCain can influence in the short term are:
  - Right Range.
  - Available Everyday.
  - Search.
  - Promotion.
  - Hero Image.
  - Additional content (selectively).

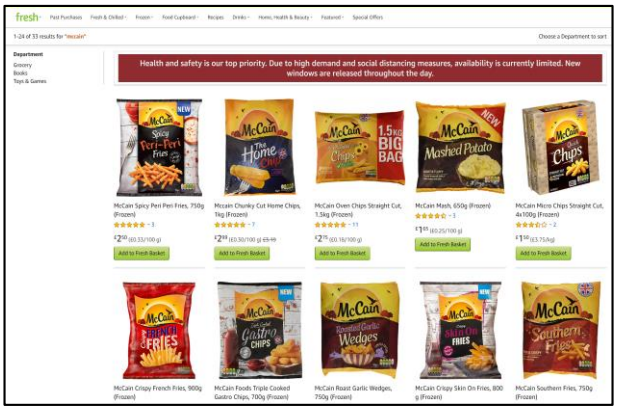
Right Range and Available Everyday

In Grocery.com the range is often limited to what is already available in the physical store, but we need to put special focus on the products available on E-com.

In Pureplay retailers, it is possible to list a very wide assortment but it is NOT always helpful to do so.

Why limit the assortment in E-com?

- E-com products are prioritized by the retailer based on a number of factors – Price, Profitability and Rate of Sale being key. If sales are split across lots of similar Sku's there is risk that McCain products appear lower in search than a tighter range. Having a core range of always available products helps raise the brand/product position in search.



Substitutes.

- If a product is unavailable it will ideally get substituted for the most similar product, however this could be a competitor product and this may end up in shopper's favorites.
- With some retailers you can specify the preferred substitute product and these can be in place for when pack sizes change

Pack Sizing.

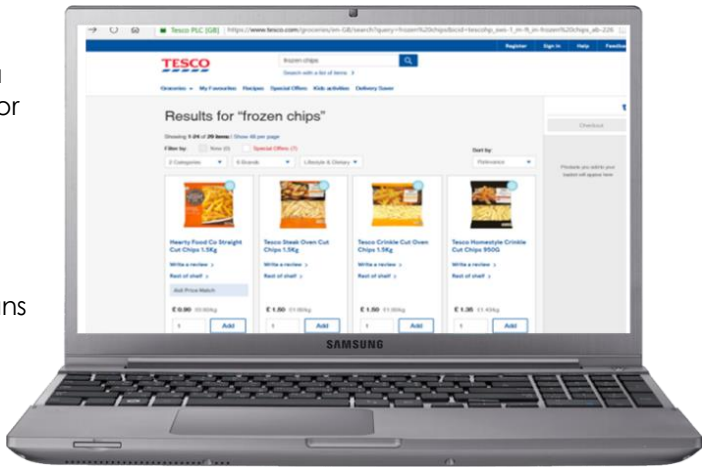
- Avoid listing the same product in many pack sizes.
  - Offer the REGULAR pack size which shoppers would buy in the physical store.
  - Bulk packs or large size packs also tend to over-index.
- A cost effective way of offering bulk packs is through virtual bundles on regular packs – for example 2 x 1.5Kg packs for a price – this may be more profitable than offering a 3Kg pack.



RECOMMENDED ACTIONS:

- Short list 'priority' Sku's to drive in E-com based on different consumer needs and those which are best selling products in store. This may be 10% - 20% of total Sku's.
- Ensure consistent base-line pricing vs. in-store.
- Ensure the core range is always available. An out of stock will be substituted by the retailer, potentially for a competitor brand or own brand. This will then go into that shopper's favourites list for their next shop. Search algorithms will also deprioritize poor availability SKU's.

Showing up in Search



35% of "adds to basket" come from shoppers typing a word into a search box. It's the biggest basket driver for grocery items after "Favorites".

Search can either be **"Paid"** – which means McCain have paid the retailer to have the brand name connected to that word for a specified period of time (just like a promotional plan), or **"Organic"** which means our brand is selected by the retailers search algorithm based on product description and keywords.

PAID SEARCH

- Relevance is key. If a shopper looks for "Onions" they are probably not looking for Onion Rings since Onions so this would not be a relevant term to 'own' but if they look for "Fried Onions", Onion Rings could be a relevant term. Think about what the Shopper really wants.

- We don't need to pay to own **our** brand name since this is automatically connected to us if a shopper types it into a search box.

- We can't pay to connect our product to a competitor brand – attempting to do this will be filtered out by search algorithms.

- Common misspellings are normally picked up by search algorithms. For example Mcain should be automatically picked up as McCain.

- Paid search can be agreed directly with the Retail Buying or E-com team. It can be set up quickly and a great short-term opportunity to boost search rankings.



RECOMMENDED ACTIONS:

- For priority products identify the key words which we want to associate with that product and set these out in a "Paid Search Plan" for the year

- Ask Customers for a list of the top 100 search terms by their shoppers OR, for the top search terms in Frozen category OR, use Google search trends to see what consumers are looking for.

- Evaluate the most searched words for relevance.

- If you are unable to get the search data from retailers, you can also conduct on-line shopper research by asking shoppers to name specific McCain products via an on-line questionnaire.

Organic Search.

- Organic Search accounts for the majority of search results. Most searches for grocery products start from a retailers search engine (Amazon or Walmart.com for example) rather than an external search engine (like Google).

- We can influence our position in Organic search by ensuring we have provided the right keywords in the product description and product titles that we share with our retailers.

- A 150 word product description should be provided to the retailer. This is the description of the product that consumers will read if they click on the hero image.

- The click-through rate (CTR) to the description is very low in grocery (less than 5% of shoppers will click to the description) but search engines use the words in the description. Avoid copy/pasting brand copy and instead write a description incorporating all keywords that shoppers might be use in their search.

- Ensure all ingredients and nutritional information are complete and shared with the retailer, including key words such as "Gluten Free" or "Vegan" where appropriate as these will 'help' algorithms to show McCain products as relevant.

- Follow a product naming convention that will ensure the product goes into the right place in the retailers hierarchy and also helps search algorithms. The recommendation is:

  BRAND / PRODUCT / FLAVOUR / SIZE

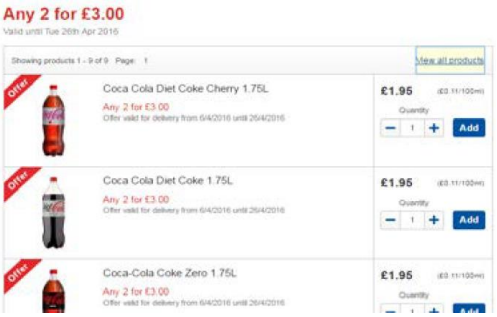
RECOMMENDED ACTIONS:

- Ensure names are easy to understand and based on shopper language.
- Include keywords that shoppers are likely to use in the 150 word product description.
- Include items such as "Gluten Free" or "Vegan" as well as the product key ingredients.
- Use a consistent product naming convention which will help place the product in the right location in the product hierarchy as well as aiding organic search.

Promotions

20% of "adds to basket" are from shoppers clicking on a promotional offer.

Promotions are often (not always) prioritized towards the top row and the increasing rate of sale, will also help drive the product higher in future search list.





Grocery.com

- Promotions will often run across both store and E-com at the same time but there may be opportunity to run E-com specific promotions.
- Grocery.com shoppers will be looking for their regular purchase so multi-buys or price cut on regular sized items are the most effective mechanics,
- Linking McCain products to other brands will also help drive basket size, which is beneficial to both the retailer and McCain.
- One advantage of E-com is that we can connect frozen, chilled and ambient products together in one promotion and display them together which would be operationally complex in store.





RECOMMENDED ACTIONS:

- Ensure that all promotions run on Grocery.com have 100% availability throughout the promotion.
- Create virtual multi-packs with smaller Sku's to create added-value.
- Create a promotional plan for E-com which incudes cross category "meal solutions". Leverage high penetration brands/products where possible.

Pureplay

- Promotions on Amazon can be Vendor initiated, or set up by Amazon themselves.
- Amazon will initiate automated price policies to match or beat other supermarket prices.
- There are 3 promotional mechanics on Amazon:
  - **Price deals:** Lightening deals are short-term (6hr) deals. They are less common on grocery items, but since they are vendor initiated, they are possible to set up and run quickly.
  - **Bulk Purchase:** Amazon shoppers over-index on bulk purchases for stocking up so deals for volume are common. These deals are prioritized by Amazon as they drive transaction value.
  - **Cross category promotions:** These are even more flexible than Grocery.com. Set up promotional deals which will tie into complete meal solutions. These should be agreed with the Amazon Marketing team.







RECOMMENDED ACTIONS:

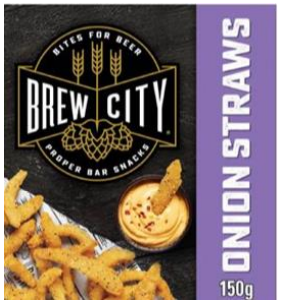
- Switch promotions to bulk purchase (assuming product availability is good) to drive volume.
- Initiate cross category promotions with high penetration but relevant brands/products.
- Plan to complement Grocery.com promotions to reduce the risk of any negative read-across.

Hero Images

From



To







Great hero images have been proven to increase product selection across both Pureplay and Grocery.com vs. the use of pack shots.

Key principles:

- Clear brand.
- Clear variant.
- Clear size.
- Remove all minor pack copy.
- Simplify the image.

There will be space for a number of different images on the carousel. The most important are:

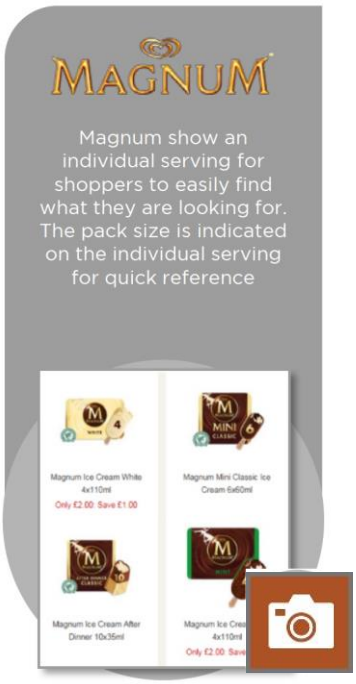
Hero Images

- Front of Pack - clean and simplified.

Secondary Images

- Back of Pack – ingredients.
- Cooking instructions/ Nutritional info.
- Side view including copy.
- In use shot - show people consuming and enjoying the product in a real life setting.

- Image quality needs to be high with a minimum 1000x1000pixels for Amazon and recommended 2000x2000 pixels. This allows shoppers to zoom on the image.



RECOMMENDED ACTIONS:

- Ensure a full set of optimized images are available for all E-com priority products.
- Upload these to "Brand Bank" or the equivalent in your market or, share directly with the retailer in the format they require.
- Check that the hero images are being used.
- Provide a Product Naming convention that includes the Category and Product naming used by the retailer. This ensures the item appears at right place in hierarchy.

Additional content and "must have assets" in the short term

This is an example of a full set of great branded E-com assets. In the short term to accelerate sales, focus on **Hero Image, Search Terms, Perfect Name, Nutritional label and Ingredients**. Optional is "Goes well With" suggestions.

HERO IMAGE



SEARCH TERMS (SKL)

Hellmann's Mayonnaise Real
Mayo Condiment Gallon
Spicy Mayo Sandwich Burger
Salad Gluten Free Catering mayo
Restaurant Supply Hellmans

PERFECT NAME

Brand	Sub Brand	Functional Name	Key variant	Size
Hellmann's	Real	Mayonnaise	1 Gallon	Pack of 4

FEATURE BULLETS AND PRODUCT DESCRIPTION

Feature Bullets

1. Unmistakable taste of real mayonnaise with a perfectly balanced flavor
2. Made with real, simple ingredients like 100% cage-free eggs, responsibly sourced oils, and vinegar
3. Rich mayonnaise with perfect texture maintains cling and stability even when heated
4. An ingredient as well as a condiment. Perfect for sandwiches, signature burgers, creamy dips, dressings, and bound salads.
5. Ideal for restaurants, commercial kitchens and catering services
6. Gluten Free

Product Description

WHY
You want bring out the best in your customers' favorite food. Take it from good to amazing with the unmistakable taste of real mayonnaise.

WHAT
The rich creamy flavor of Hellmann's Real Mayonnaise is made with simple ingredients like 100% cage free eggs, responsibly sourced oil and vinegar.

HOW
Outstanding stability makes it ideal for burgers, sandwiches, bound salads, dips and other recipes that call for premium consistency.
Ideal for restaurants, commercial kitchens and catering services, this delicious mayonnaise excels as a gluten free condiment and an ingredient.
Available also is squeeze bottles, stick packs and mini jar.

SUPPLEMENTARY IMAGES



GOES WELL WITH

Product matches, e.g.	Top dish matches, e.g.
Extra Heavy Mayonnaise	
Tomato ketchup	

RATINGS & REVIEWS

Usage as product content:



To follow UFS eCommerce Team guidelines



Hellmann's Real Mayonnaise
1 Gallon, Pack of 4

Show Range



Show ingredients



Show final dish



Show claims





Comparison matrix



Roles and Responsibilities

The responsibility for a successful and effective E-com strategy is shared. Commercial teams (Marketing, Customer Marketing, Category and Sales) need to work together.

Below is the suggested functional responsibility for the short term E-com focus areas:



- Category and Sales.



- Supply Chain and Sales.



- Marketing.



- Category/Customer Marketing and Sales.



- Marketing.



RECOMMENDED ACTIONS:

- Immerse Commercial teams in the E-com fundamentals on which to focus for the short term.
- Assign roles and responsibilities and set up a regular progress update across the team.
- Establish and implement an engagement plan with the customers E-commerce team which may be separate to the usual buying team

Measuring success

One of the challenges in E-com is that either we do not have enough data available to us, or that we are swamped with so much, that it is difficult to know which metrics really matter.



There are 3 groups of metrics we suggest :

Internal readiness KPI's.

- Identify the core range.
- For each product:
  - Key assets are in place.
  - Listings are agreed.
  - Promotional plans are agreed.

External deployment.

- Availability of each SKU.
- Search rank against key search terms.
- Retailer compliance to using Hero Images.

Category and Brand Performance.

- Sales and growth in E-com (RSP and Turnover).
- Proportion of McCain sales from E-com vs. Bricks (%).
- Value share in E-com vs. Bricks (%).

Sources of Data.

- A number of dedicated E-com data providers exist who will 'scrape' retailer sites to check image compliance, availability and search ranking against specific terms.
- Retailers in Grocery.com should be able to provide sales split between E-com and Physical stores.
- Grocery data houses such as IRI / Nielsen now split out E-com sales which is robust except in very niche retailers or categories.

RECOMMENDED ACTIONS:

- Ensure E-com has its own performance reporting each month using the suggested KPI's.
- Encourage Commercial teams to regularly spot check brand (and competitor brand) presence on E-com platforms.
- Establish a cross functional E-com task force who meet monthly to keep momentum.

Identifying and engaging new customers in the short term

1st focus – GROCERY.com

- The biggest short term sales opportunity. The route to E-com sales will be through listings and availability in physical stores. By focussing here first we can leverage existing commercial relationships and support customers to keep things operationally simple. This will also benefit Aggregators who pick from stores.

2nd focus – Pureplay (if already working with Grocery.com) or 1st FOCUS if not working with Grocery.com).

- Amazon is maximizing the Covid-19 opportunity. They may become a much bigger player in on-line Grocery especially as they expand one hour delivery slots.



RECOMMENDED ACTIONS:

- Revisit MWOW Environment Mapping for the size and potential of E-com in the market.
- Review current E-com retailers to check for short term listing opportunities – noting that NEW listing discussions may be difficult until after the lockdown is lifted and business returns to some normality.
- Review what retailer packages may be available for E-commerce activation to consider as part of future customer growth plans.

E-com audit checklist vs. the short term executional basics

Audit area	Critical success factors	In place (Y/N)
Scoping the Covid-19 driven short term E-com opportunity	• The opportunity has been scoped. • The Customer's E-com operational challenges are understood and McCain is working to improve them where possible. • Existing on-line customer relationships and presence is being leveraged.	
Right Range	• A core E-com range is identified for Grocery.com platforms (including Aggregators) and Pureplay. • High rate of sale products are prioritized.	
Available Everyday	• Supply Chain are aware of the E-com core range(s). • Availability of the E-com core range is prioritized.	
Search	• Shopper terminology is known and used. • Common misspellings are captured in search terms. • Search for cross-selling opportunities is maximized e.g. in searches for Burgers. • Product naming conventions are consistent across all platforms. • Product names are <70 characters and includes: Brand + Sub Brand + Functional name + Key Variant + Size.	
Promotion	• An E-com promotional plan is in place. • Promotional mechanics reflect the full capability of the E-com platforms.	
Hero Images	• Hero images for the core range are used on E-com platforms. • Hero images can be easily recognized on mobile devices. • Secondary images are E-com ready.	
Additional content (must have assets)	• Product descriptions are: • <150 words to detail product benefits. • Nutritional & Legal: • Ingredients + nutrition + warnings + allergens are clearly called out. • Goes well with suggestions are linked to high penetration brands/products and relevant to the Shopper.	
Roles and responsibilities	• All functions clearly understand and execute their role across the E-com executional fundamentals. • Customer E-commerce team engagement plan in place	
Measuring success	• An E-com scorecard is in place. • Sources of performance data are agreed and bought.	

Examples of good E-com practice in McCain

Promotions

Home page banners



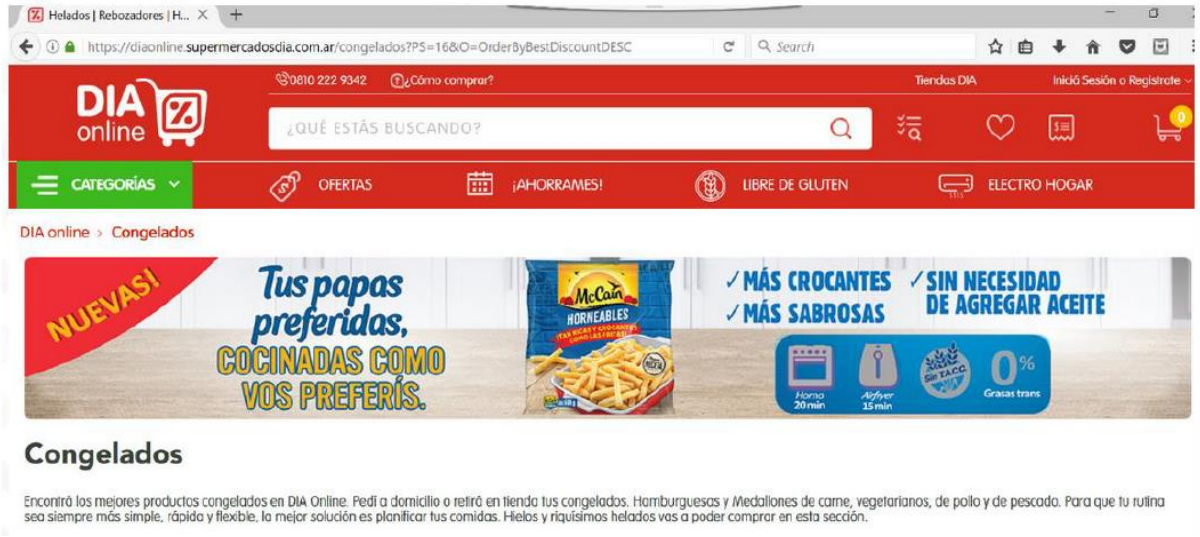




Promotions

South Cone

Dia %





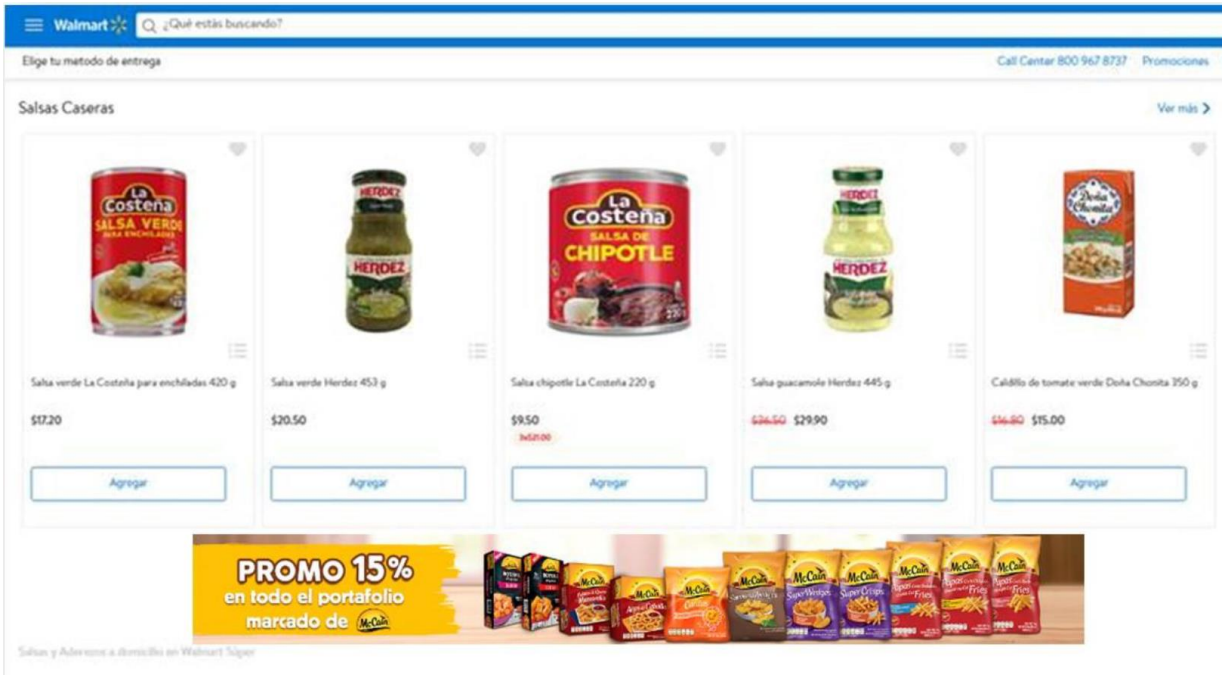




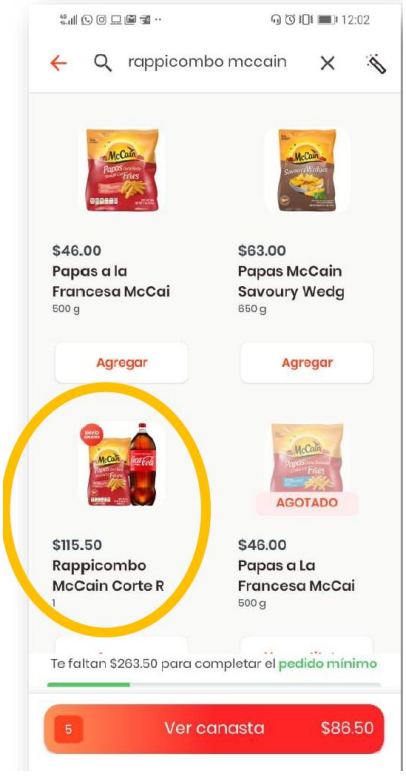




Promotions

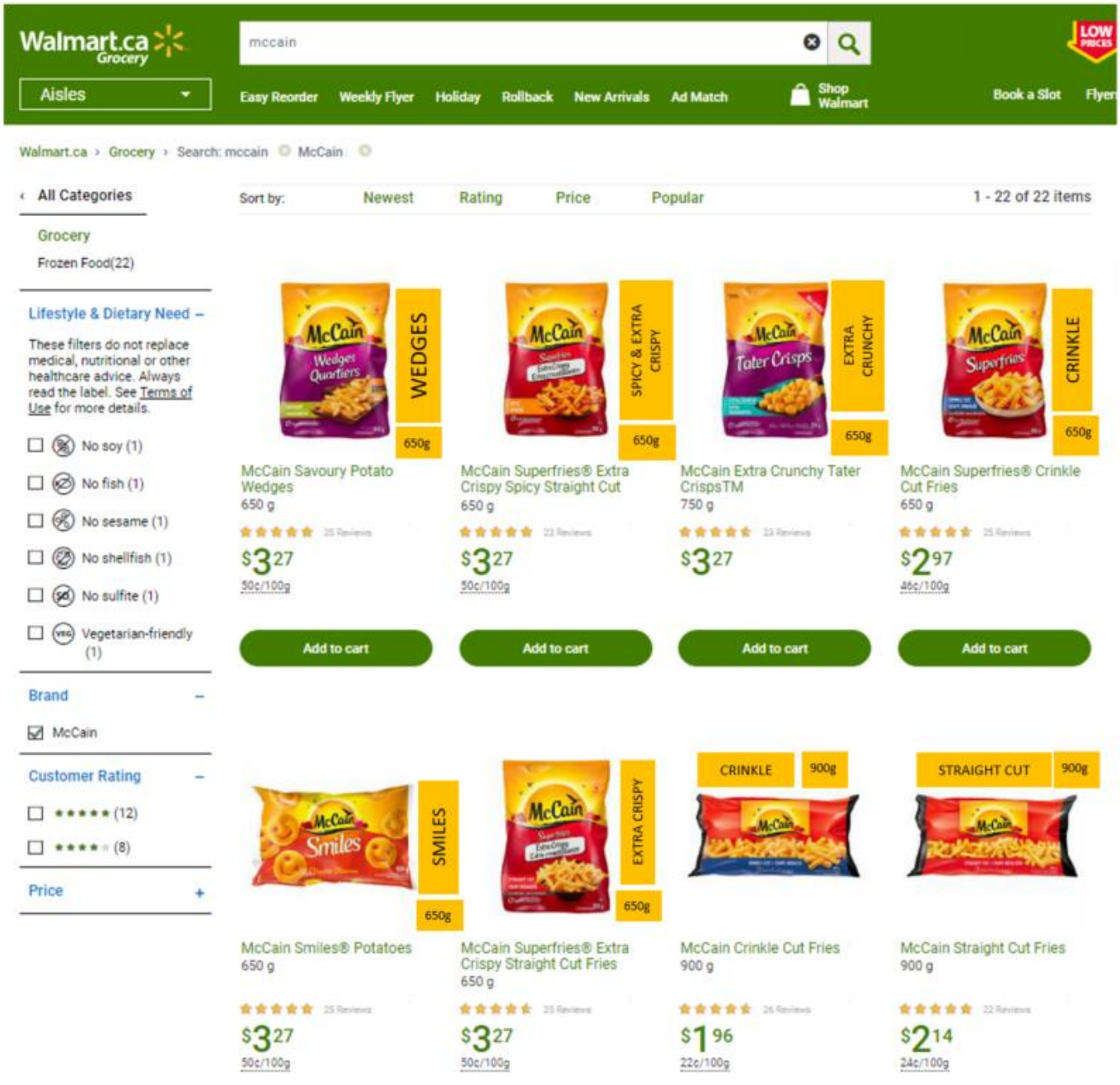

Walmart
¿Qué estás buscando?
Elige tu metodo de entrega
Call Center 800 967 8737
Promociones
Salsas Caseras
Ver más
Salsa verde La Costeña para enchiladas 420 g
$17.20
Salsa verde Herdez 453 g
$20.50
Salsa chipotle La Costeña 220 g
$9.50
Salsa guacamole Herdez 445 g
$34.50 $29.90
Caldillo de tomate verde Doña Chonita 350 g
$16.80 $15.00
Agregar
PROMO 15%
en todo el portafolio
marcado de


ENVÍO GRATIS
McCain
Coca-Cola


12:02
rappicombo mccain
$46.00
Papas a la Francesa McCai
500 g
$63.00
Papas McCain Savoury Wedg
850 g
Agregar
Agregar
AGOTADO
$115.50
Rappicombo McCain Corte R
1
$46.00
Papas a La Francesa McCai
500 g
Te faltan $263.50 para completar el pedido mínimo
5
Ver canasta
$86.50

Be Selected

Hero Images



Be Selected

Hero Images













Smiles Potato Shapes

22 OZ



Rústica

1 kg

Andean



ESTILO CASERO
Papa Bastón

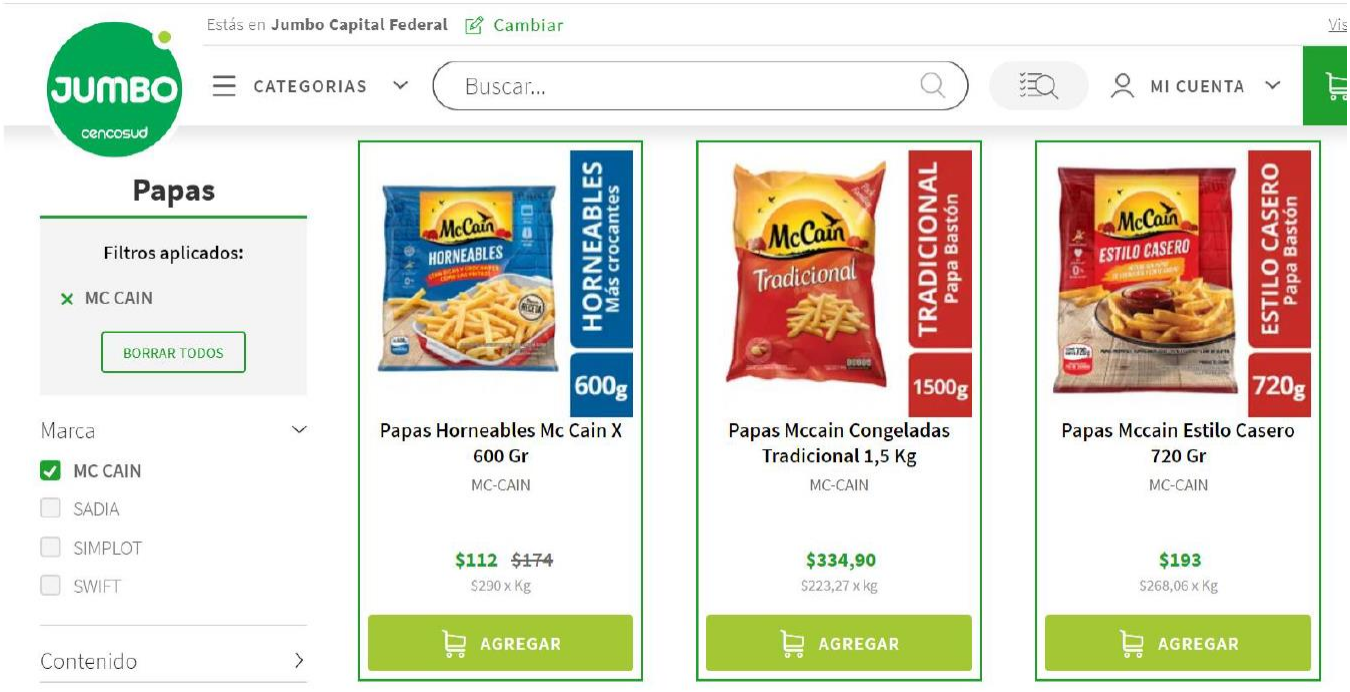
720g

South Cone

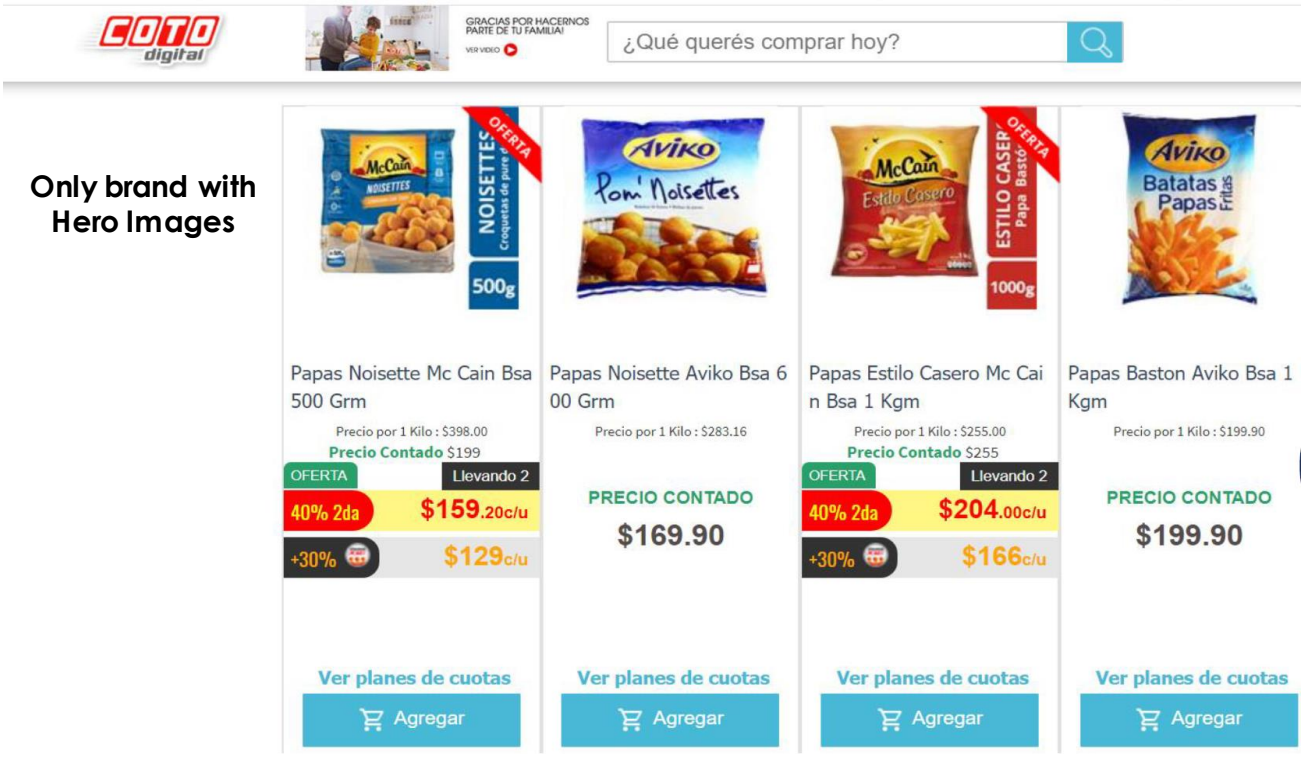
Be Selected

Hero Images

South Cone



Only brand with Hero Images



Be Selected

Hero Images

Standard



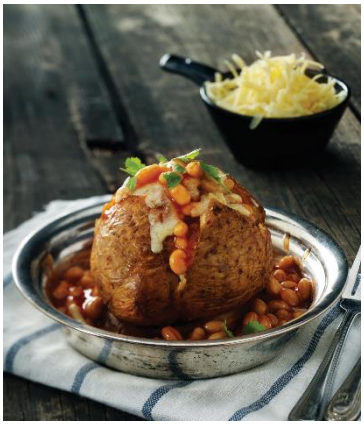


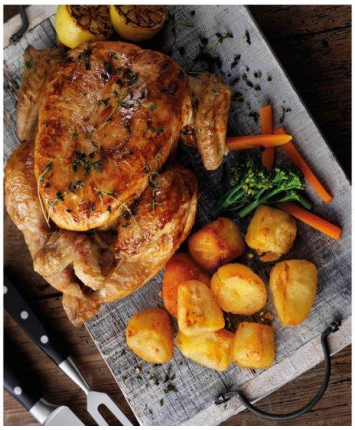
Optimised





Lifestyle





Website Examples

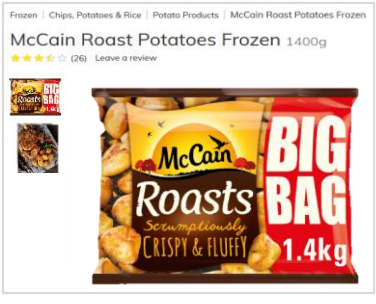
WAITROSE & PARTNERS

ASDA groceries

ocado







Be Selected

Additional content



Product Shot



Product/In Use



RTB/Benefits



At Home Occasion



Recipe



Portfolio



Featured Bullets:

- What is consumer getting:
  - 32 Oz McCain Frozen Smiles Mashed Potato Shapes
- Reason to buy (RTB):
  - McCain Smiles potato shapes offer an easy side dish for your meals
  - No artificial colors and flavors
  - 0g trans fat and no cholesterol
  - Made with real potatoes
- Product Benefit:
  - Sealed in a bag for convenient storage in your freezer
- Occasion:
  - Whether it's a birthday or sleepover you can feel good about serving them to your family, and have fun doing it too

Product Description (1 paragraph that can include product/brand history, benefits, flavors, occasions)

Add a wholesome side to your dinnertime meal with these McCain Smiles Mashed Potato Shapes. They contain no artificial colors or flavors, 0g trans fat and no cholesterol. This frozen potato ptoduct provides you with 2g of dietary fiber, 2g of protein and 150 calories per serving. They have real potato goodness and a fun shape that children will enjoy. Plus, they are quick as well as easy to make; just heat and serve. The McCain Smiles Mashed Potato Shapes are available in a convenient 22-oz bag. There's a reason why your kids love Smiles (and even you sneak a few!). They are delicious, playful and made from the goodness of 100% real potatoes. So whether it's a birthday, sleepover, or they just want a snack, you can feel good about serving them to your family, and have fun doing it too!

#BeMore