McCain Customer Growth Plan

Last Lindate 24/04/2020 at 14:59:08

Customer Wilson & McGregor Wholesale
Environment
Plan Owner Mark Owen

Plan Ye Curren Plan Cr

D21 Spe

Turnover / Sales (OOH/H/RTMkt) 62.97m Average Number of Meals Served Per Day (OOH) N/a Number of Outlets (OOH/H/RTMkt) 1 Depot Consumer Average Spend per Visit (OOH/H/RTMkt) 106.00 Delivery Offered? (OOH/H/RTMkt) Yes Thriving or Surviving? (OOH/H/RTMkt) "To keep kitchens cooking & serving". Competing on the quality of personal service & flexibility vs. National Wholesalers who are cheaper. Kitchen Facilities (OOH) N/a Top 5 Dishes (OOH) N/a Destination Categories (H/RTMkt) Meat (in-house butchers), Fruit & Veg. Category Role of Frozen (H/RTMkt) Routine/Hold : only expansion plans are for Desserts/ice Cream Preferred RTM Provider (OOH) N/a Customer's Challenges (Needs)

Increasing the average Operator spend from 106.00 to a target for 2020 of 1.25. Most Operators use 2-3 wholesalers and many of W&M's customers use national wholesalers for routine purchases (ambient, non-food) because they're cheaper & make little difference to the end dish/guest experience.	Growti
Recruiting more buying Operators who tend to stick with what they know - some of W&M's target Environments are very cost driven so the focus is on recruiting outlets where Guests pay for meals (vs where they're free).	Growti
Create more value for their Customers as a way to retain them & uptrade them - expanding services into online ordering, making allergen free ranges easy to buy & bringing dish/menu inspiration are some of the strategies being explored.	Growt
Grow profit faster than revenue so that there are funds to fuel offer expansion & invest selectively in promotional activity if the National Wholesalers increase their promotions so that the price gap remains broadly the same. (W&M think they are at the maximum price differential).	Efficie
Reduce costs driven by an expansion in range from 5500 to 6000 lines in 2019- there's more stock/slower selling lines & only a really small percentage of W&M's increase in revenue has come from the additional 500 lines stocked across categories.	Efficie
Increase W&M brand visibility & Marketing activity to help with Operator retention/loyalty & recruitment whilst holding year on year spend. Looking to lean on Suppliers & leverage Suppliers marketing activity/spend.	
Continue to invest & build in strong Community ties within the 7 states & target Environments but increase Supplier support/resources to do this (W&M increased spend on this in 2019 and have identified they must hold their spend year on year).	Efficie
Responsibly maximize revenue from Hospitals & Restaurants offering Delivery through CV19 when revenue from W&M's target Environments has been significantly impacted. Complement this with supplying Consumers through	Growt

McCain Performance in the Customer

McCain Sales (NSV)	755,200	
McCain Sales (kg)	596,275	
Investment Support	45,000	Use in 2019 mainly to support promotions incl. telesales incentives which drove uplifts quite significantly.
Investment as % of NSV	6.0%	
Investment/kg	7.5%	
Current McCain Service Package		

McCain Products Used (OOH) / Listed (IH)

Conventional	Speciality	Differentiated	Appetizers
Classics 7/17 Chips 4 x	Mini Potato Waffles 10 x	Surecrisp Gourmet Chips 4 x	
2.27kg	907g	2.27kg	
Original Choice Thick Cut	Potato Smiles 10 x 907g	Surecrisp Skin on Thin Cut	
9/16 4 x 2.2.7kg	Potato siniles 10 x 907g	Chips 4 x 2.2.7kg	
Original Choice Beefeater	Circula Batata facilitation	Signature Gastro Chunky 4 x	
Chips 4 x 2.2.7kg	Simply Potato for Mashing	2.5kg	
		Surecrisp Traditional Wedge	
		Thick Cut 4 x 2.27kg	
		Signature Sweet Potato	
		Rustic 4 x 2.5kg	

Competitor Products Used (OOH) / Listed (IH)

Conventional	Speciality	Differentiated	Appetizers
Lamb Weston - 11 lines	Lamb Weston - 9 lines	Lamb Weston - 8 lines	Lamb Weston - 1 line (Onion Rings)
Bannisters - 2 lines	Bannisters - 3 lines	Bannisters - 3 lines	
DOB - 3 lines	DOB - 5 lines	DOB - 2 lines	DOB - 2 lines

Learnings from Last Year

Lamb Weston have a really strong hold on W&M. Their range is really extensive & makes new listings hard to secure so Surecrisp x 2 were the only new McCain listings last year but we still grew by 3% mainly because of strong promotional activity. New LW listings were put in place but mainly alternatives to existing lines so there's a lot of duplication with low rates of sale leading to higher stockholding for the Customer than in 2018.

To Be Done	Jobs To Be Done	Listing Targets	
Conventional	Grow Existing	Activate existing listings (base rate & promotional volume)	In Progress
Speciality	Grow Existing	Activate existing listings (base rate & promotional spend)	In Progress
Differentiated	Grow Existing	Activate existing listings (base rate & promotional spend) with a focus on SureCrisp to reduce LW's sales	In Progress
		of CrispyCoat Fries	
Appetizers	Win New	BrewCity	Not Started
Appetizers	Win New	Crispy Dippers	Not Started
Local Portfolio			
Local Portfolio			

Alignment

McCain Marketing Activity Plan	Increasing the average Operator spend from 10	Recruiting more buying Operators who tend to	Create more value for their Customers as a wa	Grow profit faster than revenue so that there	Reduce costs driven by an expansion in range	Increase W&M brand visibility & Marketing act	Continue to invest & build in strong Communit	Responsibly maximize revenue from Hospitals &	
Grow the core.	х		x	х	х	х		X Simply Mash	
Develop Appetizers through Brew City.	x							? Brew City	
Win in Breakfast.									
Win in Delivery.	X SureCrisp							X SureCrisp	
Win in Sharing Occasions.	X Crispy Dippers							? Crispy Dippers	

Opportunity Calendar

Top 3 Joint Opportunities		Aug	Seb		Nov	Dec		Feb	Mar		May	Jun	Activity Plan	Status
Make the core work harder	x	x	x	x	x	x	х	x	x	х	х	х	Build a Marketing Plan that balances driving base and promotional volume. Leverage the McCain marketing calendar/assets so that activity is synchronized & we can show W&M are benefitting from our investment. Dial up using Teleases support & incentives (low occ & highly effective), continue to support pack/case price off activity. Integrate presence in menu/dish inspiration guides.	
Improve Category efficiency to deliver cost savings		х	х	x									Bring tangible efficiency savings to W&M by reducing range duplication across suppliers. Continue to build credentials so McCain inspires and leads the review process as a way to reduce LW's preferential position as the "go to" supplier. Next step is to show an anonymized case study of doing this elsewhere & the Customer benefits.	
Grow the Frozen basket revenue	x	х	х	х	х	х	х	х	х	х	х	х	Leverage SureCrisp in the short term by supporting/incentivizing Telesales to actively ask questions about Delivery & which Fries they're using when Operators are placing orders relating to Burgers (Meat patties, Burger Buns, Cheese Slices, Tomato or Mayo sachets & delivery Packaging). Use BrewCity & Crispers as solutions to do this once listed.	Not Started
Tan 2 McCain Specific Opportunities	Int	Aug	Son	Oct	Nov	Dec	lan	Eeb	Mar	Apr	May	lun	Activity Disp	Statue
Top 3 McCain Specific Opportunities Listing of Brew City (x 4 skus) & Crispy Dippers (x 1 sku)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Activity Plan Integrate listing recommendations in to the Category Review whilst still reducing the total number of sku's in the W&M range. Support with Telebusiness product knowledge training and incentives. Get the Field Sales team to secure first orders in the W&M Customers we call on.	Status Not Started
	Jul	Aug	Sep X	Oct X	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Integrate listing recommendations in to the Category Review whilst still reducing the total number of sku's in the W&M range. Support with Telebusiness product knowledge training and incentives. Get the Field Sales team to secure first orders in the W&M Customers we call on. Started to seed with data that the Frozen Potato range isn't working as efficiently & effectively as it should. In May we need to start building our credentials to lead the review process & intro Category support so it's not seen as being led by a trading discussion.	
Listing of Brew City (x 4 skus) & Crispy Dippers (x 1 sku) Lead a Category Review & simplify the range favoring McCain over Lamb	Jul		Sep	х	Nov	Dec	Jan X	Feb	Mar	Apr X	May	Jun	Integrate listing recommendations in to the Category Review whilst still reducing the total number of sku's in the W&M range. Support with Felebusiness product knowledge training and incentives. Get the Field Sales team to secure first orders in the W&M Customers we call one. Sit working as efficiently & effectively as it should. In May we need to start building our credentials to lead the review process & intro Category support so it's not seen as being led by a trading discussion. Provide recommendations and branded assets that will add value to the Customer's planned guides on: Sandwiches, British Classics, Fish Friday's and Social Sharing. The 2019 Sandwich Guide had no recommendations on sides/popings to help Operators upsell their memu & W&M increase Operator spend.	Not Started
Listing of Brew City (x 4 skus) & Crispy Dippers (x 1 sku) Lead a Category Review & simplify the range favoring McCain over Lamb Weston Drive base sales through added value participation & presence in the			Sep X	x	Nov	Dec		Feb	Mar		May	Jun	Integrate listing recommendations in to the Category Review whilst still reducing the total number of sku's in the W&M range. Support with Telebusiness product knowledge training and incentives. Get the Field Sales team to secure first orders in the W&M Customers we call on. Started to seed with data that the Frozen Potato range inst working as efficiently & effectively as it should. In May we need to start building our credentials to lead the review process & intro Category support so it's not seen as being led by a trading discussion. Provide recommendations and branded assets that will add value to the Customer's planned guides on: Sandwiches, Pritish Classics, Fish Friday's and Social Sharing. The 2019 Sandwich Guide had no recommendations	Not Started In Progress
Listing of Brew City (x 4 skus) & Crispy Dippers (x 1 sku) Lead a Category Review & simplify the range favoring McCain over Lamb Weston Drive base sales through added value participation & presence in the Customer's quarterly dish/menu inspiration guides		х	Sep	x	Nov	Dec		Feb	Mar		Мау	Jun	Integrate listing recommendations in to the Category Review whilst still reducing the total number of sku's in the W&M range. Support with Telebusiness product knowledge training and incentives. Get the Field Sales team to secure first orders in the W&M Customers we call on. Started to seed with data that the Frozen Potato range isn't working as efficiently & effectively as it should. In May we need to start building our redentials to lead the review process & intro Category support so it's not seen as being led by a trading discussion. Provide recommendations and branded assets that will add value to the Customer's planned guides on: Sandwiches, British Classics, Fish Friday's and Social Sharing. The 2019 Sandwich Guide had no recommendations on sides/toppings to help Operators upsell their menu & W&M increase Operator spend. W&M's target Environments & Independent Customer profile isn't a natural fib but we can explore as part of the	Not Started In Progress Not Started
Listing of Brew City (x 4 skus) & Crispy Dippers (x 1 sku) Lead a Category Review & simplify the range favoring McCain over Lamb Weston Drive base sales through added value participation & presence in the Customer's quarterly dish/menu inspiration guides		х	Sep X	x	Nov	Dec		Feb	Mar		Мау	Jun	Integrate listing recommendations in to the Category Review whilst still reducing the total number of sku's in the W&M range. Support with Telebusiness product knowledge training and incentives. Get the Field Sales team to secure first orders in the W&M Customers we call on. Started to seed with data that the Frozen Potato range isn't working as efficiently & effectively as it should. In May we need to start building our redentials to lead the review process & intro Category support so it's not seen as being led by a trading discussion. Provide recommendations and branded assets that will add value to the Customer's planned guides on: Sandwiches, British Classics, Fish Friday's and Social Sharing. The 2019 Sandwich Guide had no recommendations on sides/toppings to help Operators upsell their menu & W&M increase Operator spend. W&M's target Environments & Independent Customer profile isn't a natural fib but we can explore as part of the	Not Started In Progress Not Started
Listing of Brew City (x 4 skus) & Crispy Dippers (x 1 sku) Lead a Category Review & simplify the range favoring McCain over Lamb Weston Drive base sales through added value participation & presence in the Customer's quarterly dish/menu inspiration guides		х	Х	x	Nov	Dec		Feb	Mar		May	Jun	Integrate listing recommendations in to the Category Review whilst still reducing the total number of sku's in the W&M range. Support with Telebusiness product knowledge training and incentives. Get the Field Sales team to secure first orders in the W&M Customers we call on. Started to seed with data that the Frozen Potato range isn't working as efficiently & effectively as it should. In May we need to start building our redentials to lead the review process & intro Category support so it's not seen as being led by a trading discussion. Provide recommendations and branded assets that will add value to the Customer's planned guides on: Sandwiches, British Classics, Fish Friday's and Social Sharing. The 2019 Sandwich Guide had no recommendations on sides/toppings to help Operators upsell their menu & W&M increase Operator spend. W&M's target Environments & Independent Customer profile isn't a natural fib but we can explore as part of the	Not Started In Progress Not Started

SMASH 12 Month Objective

Oljective	Status
Replace Lamb Weston as the preferred supplier who leads and benefits from the Category Review leading to growth of McCain F21 NSV to £900k (so that we can break the £1m in F22).	

Comments

59 lines listed in the Frozen Potato range - this is split LW 28, Bannisters 8, McCain 11, DOB 12. Multiple range duplications across the offer with small pack/weight variations. Rates of sale have been diluted so stockholding has increased for the Customer leading to inefficiencies & unnecessary costs. NOTE: 6000 lines stocked in total so Frozen Pots is 1% of the total range).
Expanded their offer beyond OOH on the back of CV 19 so now offering Consumer Click & Collect/courier delivery (courier is for ambient only).
Supply across 7 counties/states & target Restaurants (Independent Casual Dining), Hotels, Schools & Hospitals as their core Environments. Also supply Local Eateries & Takeaways.
2750 trading Customers (no Supplier access given to who these are). McCain Field Sales call on a couple of big independents who buy from W&McGregor. These outlets speak highly of the service they get particularly from the Telesales team at W&M.
In 2019, W&M revenue was up 3.65% and profits were down a little from £2.5m to £2.4m. NOTE: McCain growth was 3% so behind the Customer's growth rate.