

McCain Customer Growth Plan

About the Customer

Customer Name	Buyrite
Geography	GB Retail
Importance	T10
Parent Group	GB
Scale	Regional
Environment	Grocery - Hypers & Supers

About the Plan

Plan Owner	Sam Smith	
Plan Creation Date	4/25/2020	
Currency	GBP	
Plan year	2021	
Plan Duration	36	Months
Last Update	02/06/2020 at 11:29:49	

Macros

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The Landscape

Customer Performance and Financials

McCain Performance in the Customer

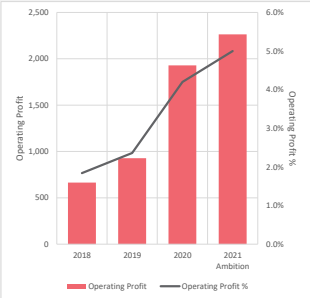
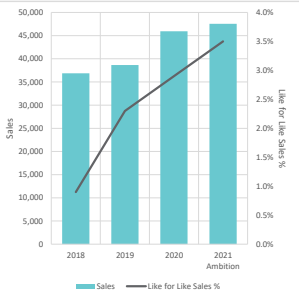
Customer Performance and Financials (GBP)

Published Accounts

	2018	2019	2020	2021 Ambition	CAGR
Sales	36,875	38,656	45,943	47,551	6.6%
Like for Like Sales %	0.9%	2.3%	2.9%	3.5%	40.4%
Operating Profit	664	927	1,929	2,264	35.9%
Operating Profit %	1.8%	2.4%	4.2%	5.0%	28.4%
Number of Outlets	3,739	3,952	3,961	3,961	1.5%

Commentary

Global 2019 sales were £56.9bn. GB remains the biggest generator of Group sales at 79% with Central Europe and Asia. Improving Group profitability has been a major focus of a 5 year turnaround plan which enters its last year in 2020. Progress has been positive and the business is anticipated to take on more focus on growth than stabilization now that the basics have been successfully fixed. Focussing on profitable growth rather than same store sales growth is expected. Cost savings will be the real engine behind future growth as Buyrite continue to be diligent with conserving cash. This vision will have consequences for Suppliers - supplier optimization especially across private label ranges is a top priority under Project Reset. International purchasing alliances, creating a data driven eco-system through the loyalty card and integration of the Wholesaler - Deckers are unique opportunities. Business as usual will continue with range resets and simplification of promotional activities but there is a willingness to start conversations with branded suppliers about shopper activation, value diversification and inventory management.

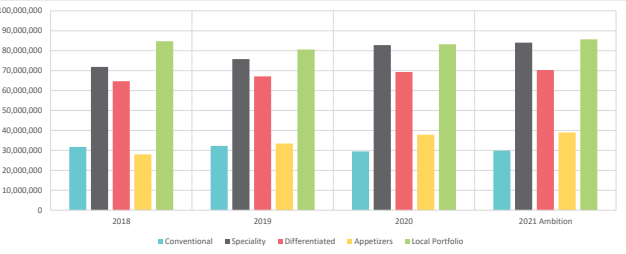


Category Revenue / Purchases

	2018	2019	2020	2021 Ambition	CAGR
Conventional	31,736,831	32,271,319	29,453,592	29,895,396	-1.5%
Speciality	71,898,485	75,796,709	82,815,994	84,058,234	4.0%
Differentiated	64,717,637	67,115,738	69,325,936	70,365,825	2.1%
Appetizers	27,996,674	33,431,678	37,832,268	38,967,236	8.6%
Local Portfolio	84,756,864	80,584,448	83,219,368	85,715,949	0.3%

Commentary

Performance varies considerably by segment with different causal factors. Hard Discounter pseudo brands/own label have eroded Buyrite's own label share in Conventional. A pattern which is reflected across a number of other categories including some within Frozen (Veg, Fish, Ice-Cream). McCain innovation has been responsible for driving Buyrite's sales in Speciality and Differentiated which has also driven their category share upwards. Appetizers numbers are a best view (data not currently bought) and growing from a relatively low base. (Potentially need to look at chilled also here to get a fuller view).



Customer's Business Model and Metrics

	Metric
A focus on Customer Satisfaction to outperform the market	Value/volume and Share of trade
Better sales mix (across geographies, store types, categories)	Sales revenue and Profit
Cost effectiveness driven by savings (synergies, store operating models, logistics & distribution, waste, purchasing)	Cash savings
Enhance the offer to drive loyalty	Active household penetration
Maximize sales from property	Sales per square metre
Innovation (to drive growth and efficiencies)	Sales revenue and Cost Savings

Customer's Commercial Challenges and Metrics

Max 10

Description	Metric
Corporate	Customer perception of the Buyrite brand (Value, Quality, Trust).
Corporate	Net Promoter Scores
Corporate	Maintaining price competitiveness.
Corporate	LFL Shopper basket cost
Consumers	Growing footfall, frequency and increasing trip spend.
Consumers	LFL Sales revenue
Channel	Integrating Deckers Wholesaler & realizing the potential synergy savings.
Channel	Cost savings and Profit
Banner / Fascia	Investment in and development of the small box (store) offer.
Banner / Fascia	Sales revenue and Share of trade
Banner / Fascia	Rethinking its discount format and potential repurposing to a Cash and Carry (Costco type) format.
Banner / Fascia	Revenue and Profit (EBIT)
Category	Growing Frozen as more low price, low cost retailers incorporate a Frozen offer to their traditionally ambient grocery offer.
Category	Category share

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Customer's Potential Risks

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Discounters increase penetration and their share of market.
Growth of e-commerce (competitively, through new entrants & the inability to improve Buyrite's e-com profitability).
Impact of Brexit on consumer disposable income, foreign exchange i.e. import prices, trade deals & their impact on sourcing.
The lasting impact of Covid-19 on consumer income, shopping habits, the supply chain & operational resourcing.
Ability to dispose of overseas businesses & the financial train this places on the core GB business.

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The Landscape

Customer Performance and Financials

McCain Performance in the Customer

Key Customer Contacts Known

Max 20

Name	Role	McCain Relationship Owner	EQ Dashboard
Keith Bannerman	Commercial Director: Fresh, Frozen and Commodities	Joe Delaney (Regional President)	View
Greg Swinson	Category Director: Prepared Foods	Freddie Hanson (Commercial VP)	View
Neville Hanson	Category Buying Manager: Frozen	John Rutherford (Commercial Controller)	View
Mary Hunter	Buying Manager: Frozen Potato	Steve Corby (Account Manager)	View
Kyle Hughes	Category Buying Manager: Chilled	John Rutherford (Commercial Controller)	View
Brooks Cooper	Buying Manager: Chilled Ready Meals	Steve Corby (Account Manager)	View
Ben Brannigan	Buying Manager: Frozen Party Food	Steve Corby (Account Manager)	View
Stan Holloway	Head Display Manager	Charlie Brooks (Category Controller)	View
Neil Mann	Category Planning Manager	Charlie Brooks (Category Controller)	View
Simon McCoy	Category Planning Manager	Charlie Brooks (Category Controller)	View
Druar McColl	Buying Manager: Chilled Snacking	Steve Corby (Account Manager)	View
Helen Beddows	Category Buying Manager: Chilled	John Rutherford (Commercial Controller)	View
Steve Gladwell	Operations Manager: Store Ordering	Helen Barnett (Supply Chain)	View
Duncan Hawkins	Supply Chain Manager	Ruth Crombie (Supply Chain)	View
Dave Aston	Promotions & Events Supply Chain Manager	Ruth Crombie (Supply Chain)	View
Jen Griffiths	Supply Chain & Range Change Co-ordinator	Ruth Crombie (Supply Chain)	View
Simon Hillfoot	Category Manager: Frozen	Alison Stedman (Category Manager)	View

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Customer Target Contacts

Max 20

Name	Role	McCain Intended Relationship Owner
Tony Mitson	Director of Purchasing	Joe Delaney (Regional President)
Dave Sweeney	CEO Buyrite Group	Joe Delaney (Regional President)
Ian Calvin	Digital Director	Helen Barratt (Customer Marketing Controller)
Sarah Wingate	Category Buying Manager: Beer	Steve Corby (Account Manager)
Dan Friedman	Director of Marketing and Sustainability	Bruce Levinson (Marketing Director)

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The Landscape

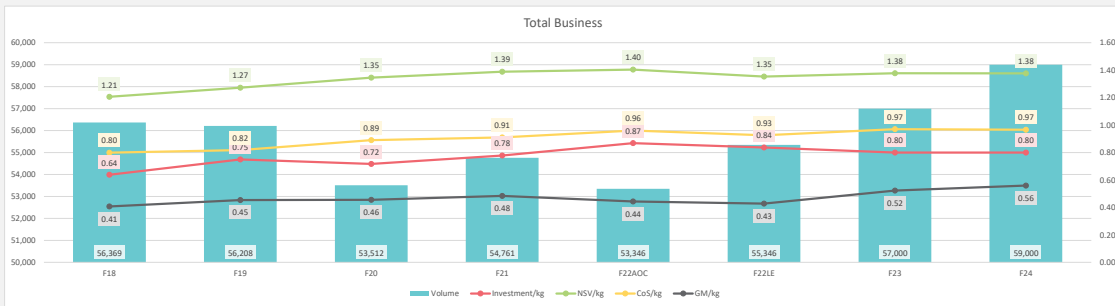
Customer Performance and Financials

McCain Performance in the Customer

McCain Performance in the Customer

Total Business

Total	F18	F19	F20	F21	F22AOC	F22LE	F23	F24	YOY	YOY %
Volume	56,369	56,208	53,512	54,761	53,346	55,346	57,000	59,000	585	1.1%
GSV	103,943	113,617	110,371	118,686	121,217	121,217	129,800	134,520	2,531	2.1%
GSV/kg	1.84	2.02	2.06	2.17	2.27	2.19	2.28	2.28	0.02	1.1%
Investment	35,962	42,116	38,375	42,624	46,316	46,316	45,600	47,200	3,692	8.7%
Investment/kg	0.64	0.75	0.72	0.78	0.87	0.84	0.80	0.80	0.06	7.5%
NSV	67,982	71,501	71,996	76,062	74,902	74,902	78,500	81,200	-1,160	-1.5%
NSV/kg	1.21	1.27	1.35	1.39	1.40	1.35	1.38	1.38	-0.04	-2.6%
CoS	45,043	45,980	47,639	49,832	51,229	51,229	55,290	57,000	1,397	2.8%
CoS/kg	0.80	0.82	0.89	0.91	0.96	0.93	0.97	0.97	0.02	1.7%
GM	22,939	25,521	24,357	26,477	23,672	23,672	29,800	33,000	-2,805	-10.6%
GM/kg	0.41	0.45	0.46	0.48	0.44	0.43	0.52	0.56	-0.06	-11.5%
GM%	33.7%	35.7%	33.8%	34.8%	31.6%	31.6%	38.0%	40.6%	-3.2%	-9.2%
Customer Share of Our Business	31.1%	31.5%	32.0%	29.5%	30.0%	30.0%	30.0%	30.0%	0.5%	1.7%



Role of the Customer in McCain

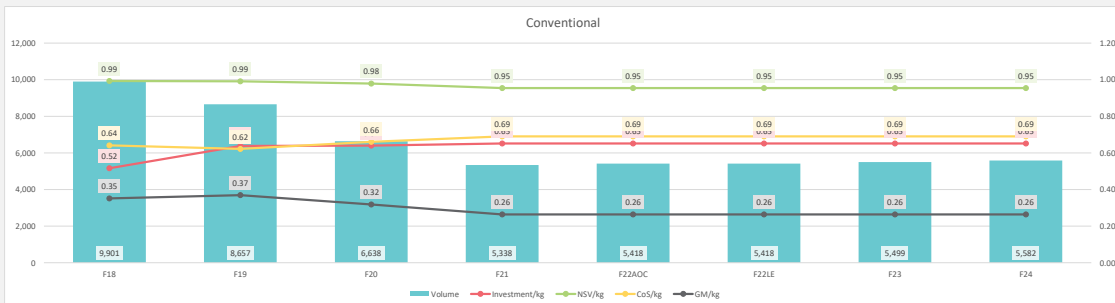
Consistently one of our biggest Customers and therefore we need to both protect what we have and continue to look for every opportunity to grow (as a minimum at the same rate of growth as the Customer). What we do in Buyrite has implications for all In Home Customers so important we set the right precedents that the rest of the Market will follow. Strategically important to McCain as a Top 50 Customer and significantly bigger of their RTMkt/Wholesale volume plus international Buying Alliance influence is included.

Commentary

Volumes have been relatively consistent - any main losses have been in Conventional where the Customer has lost sales to Discounters and their pseudo brands. Changes in mix have helped to improve the quality of sales but the watchout is our investment level which has grown significantly in F20 as rebates against cost price increases which is not sustainable. F22 investment is showing further increases which will fund driving scale on the local portfolio and a bigger Appetisers business. Over time investment will be reduced once it vol/vol reaches an established scale.

Conventional

Total	F18	F19	F20	F21	F22AOC	F22LE	F23	F24	YOY	YOY %
Volume	9,901	8,657	6,638	5,338	5,418	5,418	5,499	5,582	80	1.5%
GSV	14,942	14,108	10,748	8,572	8,701	8,701	8,831	8,964	129	1.5%
GSV/kg	1.51	1.63	1.62	1.61	1.61	1.61	1.61	1.61	0.00	0.0%
Investment	5,111	5,525	4,248	3,478	3,530	3,530	3,583	3,637	52	1.5%
Investment/kg	0.52	0.64	0.64	0.65	0.65	0.65	0.65	0.65	0.00	0.0%
NSV	9,831	8,582	6,499	5,094	5,170	5,170	5,248	5,327	76	1.5%
NSV/kg	0.99	0.99	0.98	0.95	0.95	0.95	0.95	0.95	0.00	0.0%
CoS	6,349	5,385	4,387	3,685	3,740	3,740	3,796	3,853	55	1.5%
CoS/kg	0.64	0.62	0.66	0.69	0.69	0.69	0.69	0.69	0.00	0.0%
GM	3,482	3,197	2,113	1,409	1,430	1,430	1,452	1,473	21	1.5%
GM/kg	0.35	0.37	0.32	0.26	0.26	0.26	0.26	0.26	0.00	0.0%
GM%	35.4%	37.3%	32.5%	27.7%	27.7%	27.7%	27.7%	27.7%	0.0%	0.0%
Customer Share of Our Business	35.3%	37.4%	36.4%	32.1%	29.0%	29.0%	27.0%	26.0%	-3.1%	-9.7%



Commentary

Intention is to stabilize Conventional volumes. The decline has been driven by a switching of volume to Discounters own pseudo-brands and in response Buyrite have reduced distribution levels. Internally we need to work with Marketing to look at how we do this and if possible reduce promotional investment which is keeping the volume at current levels i.e. we need to stop "buying" volume.

The Landscape

Customer Performance and Financials

McCain Performance in the Customer

Speciality

Total	F18	F19	F20	F21	F22AOC	F22LE	F23	F24	YOY	YOY %
Volume	18,939	17,893	16,969	17,304	17,564	17,664	18,200	19,000	360	2.1%
GSV	34,171	35,250	34,353	35,718	36,254	36,254	36,798	37,350	536	1.5%
GSV/kg	1.80	1.97	2.02	2.06	2.06	2.05	2.02	1.97	-0.01	-0.6%
Investment	12,244	13,895	13,075	13,818	14,025	14,025	14,236	14,449	207	1.5%
Investment/kg	0.65	0.78	0.77	0.80	0.80	0.79	0.78	0.76	0.00	-0.6%
NSV	21,927	21,355	21,278	21,900	22,229	22,229	22,562	22,900	328	1.5%
NSV/kg	1.16	1.19	1.25	1.27	1.27	1.26	1.24	1.21	-0.01	-0.6%
CoS	16,569	15,345	16,584	16,211	16,454	16,454	16,701	16,951	243	1.5%
CoS/kg	0.87	0.86	0.98	0.94	0.94	0.93	0.92	0.89	-0.01	-0.6%
GM	5,357	6,040	4,694	5,690	5,775	5,775	5,862	5,950	85	1.5%
GM/kg	0.28	0.34	0.28	0.33	0.33	0.33	0.32	0.31	0.00	-0.6%
GM%	24.4%	28.3%	22.1%	26.0%	26.0%	26.0%	26.0%	26.0%	0.0%	0.0%
Customer Share of Our Business	29.8%	31.2%	32.3%	29.6%	30.0%	30.0%	31.0%	31.0%	0.4%	1.5%



Commentary

Our second biggest part of the portfolio in Buyrite. The portfolio has been reshaped after increased competitor activity in F19/F20 and we're in a good position from which to grow. The current portfolio plays well across Buyrite's target Shopper profiles. Support from Buyrite to drive base rate of sale, and reduce the frequency/weight of promotions so we can grow with minimal investment changes and can look to further decrease in F23/F24. Explore what it would take to double teh size of this business so it's as big as Differentiated today.

Differentiated

Total	F18	F19	F20	F21	F22AOC	F22LE	F23	F24	YOY	YOY %
Volume	36,668	37,910	37,630	38,715	39,296	39,296	39,885	40,483	581	1.5%
GSV	68,610	77,693	78,470	83,849	85,107	85,107	86,383	87,679	1,258	1.5%
GSV/kg	1.87	2.05	2.09	2.17	2.17	2.17	2.17	2.17	0.00	0.0%
Investment	23,477	28,077	26,098	28,849	29,282	29,282	29,721	30,167	433	1.5%
Investment/kg	0.64	0.74	0.69	0.75	0.75	0.75	0.75	0.75	0.00	0.0%
NSV	45,133	49,616	52,371	55,000	55,825	55,825	56,662	57,512	825	1.5%
NSV/kg	1.23	1.31	1.39	1.42	1.42	1.42	1.42	1.42	0.00	0.0%
CoS	28,022	30,391	32,146	34,282	34,796	34,796	35,318	35,848	514	1.5%
CoS/kg	0.76	0.80	0.85	0.89	0.89	0.89	0.89	0.89	0.00	0.0%
GM	17,111	19,225	20,225	20,718	21,029	21,029	21,344	21,664	311	1.5%
GM/kg	0.47	0.51	0.54	0.54	0.54	0.54	0.54	0.54	0.00	0.0%
GM%	37.9%	38.7%	38.6%	37.7%	37.7%	37.7%	37.7%	37.7%	0.0%	0.0%
Customer Share of Our Business	31.5%	32.4%	32.5%	31.5%	32.0%	32.0%	32.0%	32.0%	0.5%	1.5%



Commentary

Largest part of our portfolio in Buyrite (sales and GM) so important for us to grow. This is the engine of our performance and has shown steady growth. Our ambition needs to be big and hold e.g. can we double by F23? Instore Shopper activity aligned to "Something Nice for Tonight" has driven penetration and frequency but we need to breathe new life in to this so it remains relevant and alive.

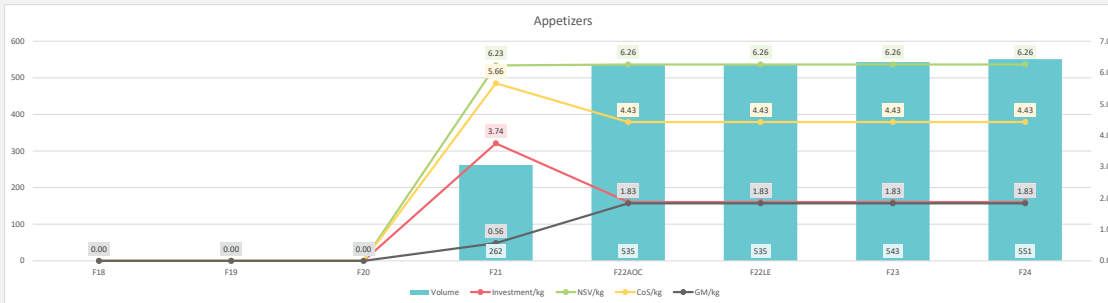
The Landscape

Customer Performance and Financials

McCain Performance in the Customer

Appetizers

Total	F18	F19	F20	F21	F22AOC	F22LE	F23	F24	YOY	YOY %
Volume				262	535	535	543	551	273	104.2%
GSV				2,613	4,349	4,349	4,415	4,481	1,736	66.4%
GSV/kg	0.00	0.00	0.00	9.97	8.13	8.13	8.13	8.13	-1.84	-18.5%
Investment				981	1,002	1,002	1,017	1,032	21	2.1%
Investment/kg	0.00	0.00	0.00	3.74	1.87	1.87	1.87	1.87	-1.87	-50.0%
NSV				1,632	3,347	3,347	3,398	3,449	1,715	105.1%
NSV/kg	0.00	0.00	0.00	6.23	6.26	6.26	6.26	6.26	0.03	0.5%
CoS				1,483	2,367	2,367	2,402	2,439	884	59.6%
CoS/kg	0.00	0.00	0.00	5.66	4.43	4.43	4.43	4.43	-1.24	-21.8%
GM				148	980	980	995	1,010	832	562.5%
GM/kg	0.00	0.00	0.00	0.56	1.83	1.83	1.83	1.83	1.27	224.5%
GM%	0.0%	0.0%	0.0%	9.1%	29.3%	29.3%	29.3%	29.3%	20.2%	223.0%
Customer Share of Our Business				25.8%	31.0%	31.0%	31.0%	31.0%	5.2%	20.2%

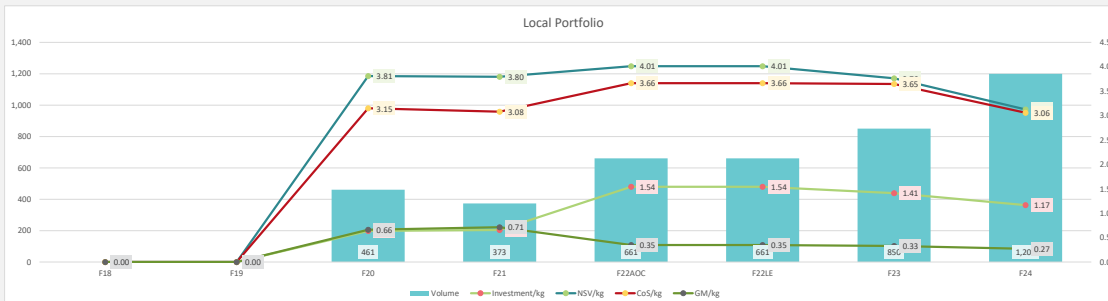


Commentary

BrewCity introduced in F21 with a high cost of entry and launch support in quiet low distribution. The ambition should be to grow significantly and quickly from a low base. Challenge is to raise awareness and visibility particularly as Shoppers are likely to spend less time "browsing" in-store during/post Covid-19. Look to activate via e-comm and/or with Beer/in BWS on-line. Investment anticipated to be relatively high as we establish a strong base and support distribution gains.

Local Portfolio

Total	F18	F19	F20	F21	F22AOC	F22LE	F23	F24	YOY	YOY %
Volume			461	373	661	661	850	1,200	288	77.2%
GSV			2,050	1,660	3,672	3,672	4,600	4,900	2,012	121.2%
GSV/kg	0.00	0.00	4.45	4.45	5.56	5.56	5.41	4.08	1.10	24.8%
Investment			294	245	1,019	1,019	1,200	1,400	774	315.9%
Investment/kg	0.00	0.00	0.64	0.66	1.54	1.54	1.41	1.17	0.88	134.7%
NSV			1,756	1,416	2,652	2,652	3,200	3,750	1,236	87.3%
NSV/kg	0.00	0.00	3.81	3.80	4.01	4.01	3.76	3.13	0.22	5.7%
CoS			1,452	1,149	2,422	2,422	3,100	3,670	1,273	110.8%
CoS/kg	0.00	0.00	3.15	3.08	3.66	3.66	3.65	3.06	0.58	18.9%
GM			305	266	230	230	280	325	-36	-13.5%
GM/kg	0.00	0.00	0.66	0.71	0.35	0.35	0.33	0.27	-0.37	-51.2%
GM%	0.0%	0.0%	17.4%	18.8%	8.7%	8.7%	8.8%	8.7%	-10.1%	-53.8%
Customer Share of Our Business			27.2%	24.2%	29.0%	29.0%	30.0%	30.0%	4.8%	19.8%



Commentary

Chilled is an untapped opportunity that has been unsupported - Chilled is a big focus for Buyrite. Cost to play will be high and we need to ensure we get a better base rate of sale than is forecast here to make it worth it.

The Landscape

Customer Performance and Financials

McCain Performance in the Customer

Investments

Total	F18	F19	F20	F21	F22AOC	F22LE	F23	F24	YOY	YOY %
Volume	56,369	56,208	53,512	54,761	53,346	55,346	57,000	59,000	585	1.1%
LTRA	7,896	11,848	15,922	18,903	16,932	16,932	17,000	17,500	-1,971	-10.4%
LTRA/kg	0.14	0.21	0.30	0.35	0.32	0.31	0.30	0.30	-0.04	-11.4%
LTCP OI	3,796	4,618	7,100	7,452	7,402	7,402	7,500	7,500	-50	-0.7%
LTCP OI/kg	0.07	0.08	0.13	0.14	0.14	0.13	0.13	0.13	0.00	-1.7%
TPR	6,333	6,354	6,720	8,844	13,031	13,031	12,000	12,000	4,187	47.3%
TPR/kg	0.11	0.11	0.13	0.16	0.24	0.24	0.21	0.20	0.07	45.8%
AA	822	773	2,180	2,219	2,168	2,168	2,000	2,000	-51	-2.3%
AA/kg	0.01	0.01	0.04	0.04	0.04	0.04	0.04	0.03	0.00	-3.3%
MKTG	143	91	0	0	0	0	0	0	0	0.0%
MKTG/kg	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
COUPONS	585	281	307	170	117	117	100	100	-53	-31.2%
COUPONS/kg	0.01	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	-31.9%
TRUCK	484	547	825	868	893	893	900	900	25	2.9%
TRUCK/kg	0.01	0.01	0.02	0.02	0.02	0.02	0.02	0.02	0.00	1.8%
CASH	35	4	0	0	0	0	0	0	0	0.0%
CASH/kg	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Inv	23,477	28,077	38,375	42,624	43,616	46,316	43,000	43,000	3,692	8.7%
Inv/kg	0.42	0.50	0.72	0.78	0.82	0.84	0.75	0.73	0.06	7.5%

Top 10 Listings - Conventional

Values for last 12 months

Listings	Absolute Distribution	Weighted Distribution	Volume	Net Sales	Investment	Investment % of Net Sales
McCain Oven Chips Straight Cut 907g	1,956	97.0%	2,096	2,091	1,374	65.7%
McCain Oven Chips Straight Cut 1.5kg	713	89.0%	1,641	1,553	989	63.7%
McCain Oven Chips Crinkle Cut 1.5kg	638	80.0%	1,390	1,205	1,010	83.8%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
All Other Conventional Total						0.0%
Total				4,849	3,373	69.6%

Top 10 Listings - Speciality

Values for last 12 months

Listings	Absolute Distribution	Weighted Distribution	Volume	Net Sales	Investment	Investment % of Net Sales
McCain Jackets 4 Pack	2,351	100.0%	3,615	5,628	2,782	49.4%
McCain Roasts 800g	1,376	95.0%	2,000	2,507	1,189	47.4%
McCain LS Wedges	2,168	99.0%	1,746	1,710	1,976	115.6%
McCain Smiles	916	92.0%	1,187	1,662	1,614	97.1%
McCain Hash Browns	1,403	89.0%	859	1,066	833	78.1%
McCain Croquettes	835	93.0%	422	740	113	15.3%
McCain Gastro Roasts	575	81.0%	185	426	149	35.0%
McCain Garlic Wedges	531	82.0%	166	237	113	47.7%
						0.0%
						0.0%
All Other Speciality Total			7,124	7,924	5,049	63.7%
Total				21,900	13,818	63.1%

Top 10 Listings - Differentiated

Values for last 12 months

Listings	Absolute Distribution	Weighted Distribution	Volume	Net Sales	Investment	Investment % of Net Sales
McCain Home Chips Straight Cut 1.5	745	91.0%	5,589	5,456	3,826	70.1%
McCain Crispy French Fries 1.4	829	92.0%	4,178	5,107	2,223	43.5%
McCain Crispy French Fries 900g	2,331	99.0%	4,107	5,050	2,784	55.1%
McCain Home Chips Straight 900g	2,502	100.0%	3,655	4,402	2,129	48.4%
McCain Gastro Chips	1,303	90.0%	1,976	3,964	1,310	33.0%
McCain Home Chips Chunky 1kg	833	93.0%	3,148	3,566	3,152	88.4%
McCain Home Chips Crinkle Cut 1.5kg	730	90.0%	2,861	3,358	1,718	51.2%
Mccain Home Chips Straight Cut 2.1kg	455	66.0%	2,568	2,800	1,491	53.3%
McCain Home Chips Crinkle Cut 900g	744	91.0%	1,903	2,660	1,225	46.1%
McCain Home Chips Lighter 900g	803	90.0%	1,776	1,983	1,192	60.1%
All Other Differentiated Total						0.0%
Total				38,346	21,050	54.9%

The Landscape

Customer Performance and Financials

McCain Performance in the Customer

Top 10 Listings - Appetizers

Values for last 12 months

Listings	Absolute Distribution	Weighted Distribution	Volume	Net Sales	Investment	Investment % of Net Sales
Halloumi Fries	550	69.0%	76	846	295	34.9%
Cheesy Brew Bites	740	90.0%	111	778	199	25.6%
Onion Straws	550	69.0%	57	531	141	26.6%
IPA Fries	550	69.0%	152	438	226	51.6%
Mac N Jack Kegs	550	69.0%	76	401	70	17.5%
Pickle Bar Fries	550	69.0%	22	162	36	22.2%
						0.0%
						0.0%
						0.0%
						0.0%
All Other Appetizers Total						0.0%
Total				3,156	967	30.6%

Top 10 Listings - Local Portfolio

Values for last 12 months

Listings	Absolute Distribution	Weighted Distribution	Volume	Net Sales	Investment	Investment % of Net Sales
Shake Shake Sea Salt	590	70.0%	185	739	84	11.4%
Home Chips	537	67.0%	121	358	115	32.1%
Shake Shake Paprika	298	32.0%	74	296	35	11.8%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
All Other Local Portfolio Total						0.0%
Total				1,393	234	16.8%

Customer Approach to Sourcing

Purchased Through	Supplied By
Buyrite Head Office	McCain GB

McCain Competitive Landscape - Potato (Top 10 Potential Products)

Name	Product	Potfolio Type	Estimated Volume	Estimated Value	Potential to McCain	Contract Renewal Timings
Nomad Foods	Aunt Bessie Standard Roasts	Speciality	1,420,000	3,200,000	320,000	Will be part of the range review scheduled November '20
Nomad Foods	Aunt Bessie Big Bag Roasts	Speciality	600,000	1,100,000	250,000	Will be part of the range review scheduled November '20
Nomad Foods	Aunt Bessie Midweek Minis	Speciality	770,000	2,000,000	405,000	Will be part of the range review scheduled November '20
Bannisters Farms	Bannisters Skins x 2 variants (Cheese & Bacon, Cheese & Jalapeno)	Speciality	160,000	780,000	0	Will be part of the range review scheduled November '20 - has rightful place in the range
Farm Frites	Buyrite Steak Oven Cut Chips 1.5kg	Differentiated	2,800,000	2,800,000	980,000	RFP scheduled to be sent out in Feb '21 for change in supplier from September '21
Farm Frites	Buyrite French Fries 1.5kg	Differentiated	3,000,000	1,900,000	400,000	RFP scheduled to be sent out in Feb '21 for change in supplier from September '21
Strong Roots	Vegetable Fries 500g	Speciality	20,000	1,200,000	0	Will be part of the range review scheduled November '20 - has rightful place in the range
Farm Frites	Buyrite Curly Fries 700g	Speciality	150,000	720,000	0	RFP scheduled to be sent out in Feb '21 for change in supplier from September '21
Farm Frites	Buyrite Waffles 12 pack 680g	Speciality	50,000	150,000	0	RFP scheduled to be sent out in Feb '21 for change in supplier from September '21
Farm Frites	Buyrite Hash Browns 750g	Speciality	600,000	800,000	800,00	RFP scheduled to be sent out in Feb '21 for change in supplier from September '21

McCain Competitive Landscape - Appetizers (Top 10 Potential Products)

Name	Product	Potfolio Type	Estimated Volume	Estimated Value	Potential to McCain	Contract Renewal Timings
Mids Chilled	Spring Rolls	Vegetable	900,000	3,000,000	0	RFP scheduled to be sent out in Oct '20 for change in supplier from March '21
Two Sisters	Chicken Tenders	Other	850,000	2,800,000	0	RFP scheduled to be sent out in Oct '20 for change in supplier from March '21
Note to team .. Need better App info						

Breakthrough Learnings

Gained credibility as a strategic supplier given our scale across Buyrite and Deckers which gives a good platform to gain better/deeper contact access (must leverage it)
Can successfully get listings on their own merit outside of Potato so portfolio expansion is possible beyond the core

Breakdown Learnings

Investment levels are too high to be sustainable for McCain but this has been a proactive play in F20.
From a CSR perspective our packaging (primary and secondary) is not ambitious enough to be engaging to Buyrite and aligned to their CSR agenda on plastics
Credentials from Frozen POTATO don't automatically translate to Chilled or other parts of Frozen - need to build credentials across different Buying/Category Teams

The Landscape

Customer Performance and Financials

McCain Performance in the Customer

Future Jobs to be Done - Conventional

Job to be Done	Description	Size of Prize
Grow Existing	Oven Chips and Naked base rate of sale to be increased to prevent further loss to Discounters	584,000
Total		584,000

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Future Jobs to be Done - Speciality

Job to be Done	Description	Size of Prize
Grow Existing	Double the current business over the next 3-5 years including distribution gains	20,000,000
Win New	Win supply of Buyrite Hash Browns 750g from Farm Frites	1,200,000
Improve Profitability	Review promotional activity to improve quality of sale	
Total		21,200,000

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Future Jobs to be Done - Differentiated

Job to be Done	Description	Size of Prize
Grow Existing	Reinvigorate activation of the current range including distribution gains	5,000,000
Win New	Win supply of Buyrite Steak Oven Cut Chips and French Fries 1.5kg	1,400,000
Improve Profitability	Move Buyrite to the standard Sweet Potato recipe	250,000
Total		6,650,000

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Future Jobs to be Done - Appetizers

Job to be Done	Description	Size of Prize
Grow Existing	Accelerate BrewCity base rate of sale and distribution gains	600,000
Total		600,000

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Future Jobs to be Done - Local Portfolio

Job to be Done	Description	Size of Prize
Grow Existing	Improve Chilled sku rate of sale and achieve fair share	180,000
Total		180,000

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Strategy Alignment

Customer Commercial Challenges - Business / Corporate

Growth	Metric	Target
Revenue growth ahead of the market	Sales	Minimum 3%
Improved sales mix through the Format Fanatic initiative (develop current bricks/clicks formats to achieve sales fair share & profit)	Sales by format, Profit by format e.g. Stop n Shop +25% revenue, 200bps CGM improvement	Fair share of trade %
Improve relevance across the breadth of disposable incomes by exploring new store formats e.g. Premium PL stores only in affluent city centres to Bulk purchase clubs	Sales per sq metre	Higher than competitor being targeted
Strong focus on small box stores through the alliance with Deckers	Sales	£2.5bn
Expand the B2C services of banking, telecoms etc to the B2B environment	Sales	£1bn
Focus on Food & food adjacent category growth whilst offering Shopper choice	Food sales	x2 the rate of General Merchandise

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Efficiency	Metric	Target
Cost savings through the Better Buying initiative incl. optimisation of supplier terms from the purchase of Deckers Wholesale	Cash savings	Minimum 5%
Attack and reduce waste levels across the end to end value chain (with Year 1 focus on "goods not for resale"	Waste disposal costs	Min £300m per year - next 5 years
Reduce the number of Private Label suppliers through Project Reset	Number of PL suppliers	25% reduction over 3 years
Make all existing infrastructure assets work more efficiently for longer	Infrastructure capex levels	Payback by project

Engagement	Metric	Target
Improved Customer (Shopper) satisfaction to be the No 1 Grocery brand of choice	Net Promoter Scores (across all 5 measures)	Varies by measure
Creating a data driven ecosystem through the loyalty card that brings together Buyrite household data & Deckers B2B data that incentivises purchases in all formats	%age of transactions using loyalty cards	Plus 30% in 3 years
Lead and set industry standards on all CSR pledges (plastics/packaging, salt, fat, sugar levels, traffic lighting, affordable food, sustainability etc) incl being the first to champion an emerging cause	Levels of compliance	100% by the given timeframes
Creating CoVid-19 "safe" shopping environments for staff and customers for the duration required	Net Promoter Scores	No 1 preferred choice
Maintain rsp competitiveness	Known value items basket price	Lower than competitors
Create shareholder value and continue to build confidence	Earnings per share	Year on year increases
Improve Supplier satisfaction and be the Retailer of choice to work with	First to market/ exclusives	TBC

Customer Commercial Challenges - Operational

Growth	Metric	Target
Re-accelerate eCom sales growth post CoVid-19 (with better economics)	Sales growth, new customers	15% on the new CV-19 base, plus 2m new customers
Innovate and lead in plant based food (across Buyrite & Deckers)	Incremental sales	TBC
Develop the Buyrite branded offer across all price points to increase relevance (but not complexity)	Own label sales/share of trade	Min 10% sales growth

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Efficiency	Metric	Target
Optimise store operating models for maximum shopper satisfaction (incl. availability) at minumum cost to serve	Operating costs	3% reduction
Reduce stockholding and logistics costs, improve inventory management	Working capital	2% improvement
Efficiently support eCom growth with robotics driven mini DC's in store warehouses to improve picking	Pick rates, Costs per order	Pick rates plus 9%, cost per order down 4%
Shopper education to increase rates of self scanning	Transaction typologies	Cashless in 2 yrs & total estate cashless self service in 5 yrs
Manage stock rotation to minimise waste to landfill	Goods not for resale/store	Less than 1%
Manage promotional availability and stock levels	On shelf availability	100%
Reduce frozen and chilled supply chain costs at depots and stores	Cost to serve	Target 10p per case reduction

Engagement	Metric	Target
Improve customer service levels in stores (whilst managing store costs)	Net Promoter Score	TBC
Increase active participation in the communities around stores to solve local problems		

Customer Commercial Challenges - Personal to McCain's Key Contacts

Growth	Metric	Target
Accelerate Frozen Share of Trade which lags behind other Departments	Value share of trade	Min fair share
Ensure Frozen participates in the Format Fanatics (starting with small stores) initiative to maximise sales and minimise the risk of frozen in-store space loss	Sales	Growth by store format
Redevelop the Buyrite PL Frozen Potato range for maximum competitiveness and shopper appeal	Sales / Private Label share of trade	Year on year growth
CHILLED - Re-establish and reinvigorate the relevance of Chilled Meals vs post CoVid-19 shopper behaviours (was a convenient "meal for tonight" which is less relevant as people are doing weekly shops/cooking more)	Sales	Back to growth

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Efficiency	Metric	Target
Improve category efficiency (range and space) to eliminate waste, improve availability and minimise supply chain costs	Availability, goods not for resale, costs to serve	TBC for Potato as part of Frozen & Chilled
Reduce promotional complexity (weight and frequency of deals)	Base:Promo sales	15% increase in base sales
Manage the PL range reset with minimal write off of stock and packaging	Write off	Less than 0.5% of sales

Engagement	Metric	Target
Improve the Shoppers perception of Frozen	Net Promoter scores for "ease of shop", "clean and tidy", "get what I want"	TBC
Ensure Frozen and Chilled are compliant with the Buyrite pledges on Packaging	Compliance	100% in 12 months
Increase loyalty card participation across Frozen	New customers	Plus 15%

McCain Priority Strategies - Global and Local, Customer Specific

Grow the core (through quality, service/availability, value, consumer relevance) and the category
Win with Appetizers (to become part of the core)
Penetrate more "plates" with insight led innovation
Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)
Reduce costs to serve
Planet friendly practices
Grow McCain share (sustainably & profitably in Brand &/or Private Label)
Get smart with data and digital
Safety for all in the new normal

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Strategy Alignment

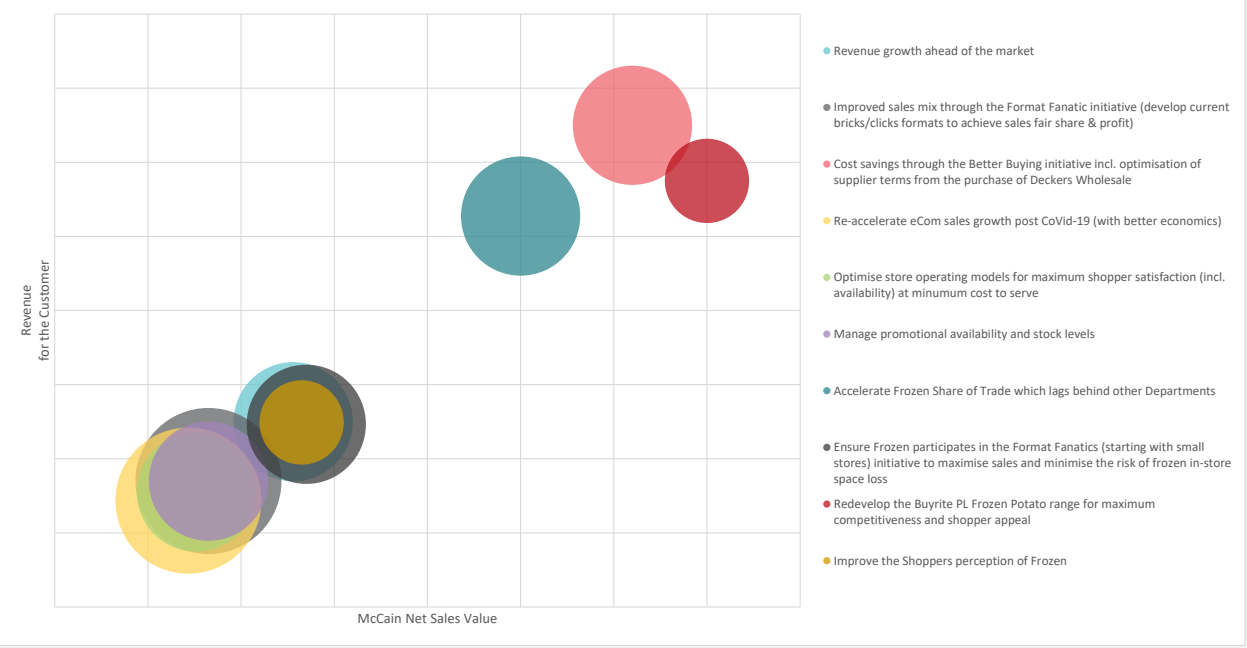
Joint Opportunities

Customer Challenges	Aligned McCain Strategy	Opportunity Type	Volume KG	McCain Net Sales Value	Revenue for the Customer	Ease to Implement	McCain Investment Required	Investment as % of NSV	Strategic Pillar Alignment
Revenue growth ahead of the market	Grow the core (through quality, service/availability, value, consumer relevance) and the category	Category	1,200	1,560	3,000	2	500	32.1%	Winning with Shoppers in the "New Normal".
Improved sales mix through the Format Fanatic initiative (develop current bricks/clicks formats to achieve sales fair share & profit)	Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)	Formats	500	650	1,400	3	250	38.5%	Being fanatical about "Format Fitness".
Improve relevance across the breadth of disposable incomes by exploring new store formats e.g. Premium PL stores only in affluent city centres to Bulk purchase clubs	Penetrate more "plates" with insight led innovation	Formats	200	360	620	1	160	44.4%	Capturing more than Group fair share of In Home & Out of Home spend
Strong focus on small box stores through the alliance with Deckers	Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)	Formats	250	325	910	2	125	38.5%	Being fanatical about "Format Fitness".
Expand the B2C services of banking, telecoms etc to the B2B environment								0.0%	
Focus on Food & food adjacent category growth whilst offering Shopper choice	Grow the core (through quality, service/availability, value, consumer relevance) and the category	Category						0.0%	Capturing more than Group fair share of In Home & Out of Home spend
Cost savings through the Better Buying initiative incl. optimisation of supplier terms from the purchase of Deckers Wholesale	Reduce costs to serve	Supply Chain	4,000	5,200	11,000	2	1,000	19.2%	Mutual value creation from "Field to Fork".
Attack and reduce waste levels across the end to end value chain (with Year 1 focus on "goods not for resale"	Planet friendly practices	Supply Chain						0.0%	Winning with Shoppers in the "New Normal".
Reduce the number of Private Label suppliers through Project Reset	Grow McCain' share (sustainably & profitably in Brand &/or Private Label)	Shopper / Outlet	305	260	534	2	50	19.2%	Winning with Shoppers in the "New Normal".
Make all existing infrastructure assets work more efficiently for longer								0.0%	
Improved Customer (Shopper) satisfaction to be the No 1 Grocery brand of choice	Grow the core (through quality, service/availability, value, consumer relevance) and the category	Shopper / Outlet						0.0%	Winning with Shoppers in the "New Normal".
Creating a data driven ecosystem through the loyalty card that brings together Buyrite household data & Deckers B2B data that incentivises purchases in all formats	Get smart with data and digital	Formats	125	162	362	2	50	30.9%	Capturing more than Group fair share of In Home & Out of Home spend
Lead and set industry standards on all CSR pledges (plastics/packaging, salt, fat, sugar levels, traffic lighting, affordable food, sustainability etc) incl being the first to champion an emerging cause	Planet friendly practices	Category	100	130	325	2	20	15.4%	Winning with Shoppers in the "New Normal".
Creating CoVid-19 "safe" shopping environments for staff and customers for the duration required	Safety for all in the new normal	Shopper / Outlet						0.0%	Winning with Shoppers in the "New Normal".
Maintain rsp competitiveness	Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)	Commercial	250	312	700	2	100	32.1%	Winning with Shoppers in the "New Normal".
Create shareholder value and continue to build confidence								0.0%	
Improve Supplier satisfaction and be the Retailer of choice to work with	Grow McCain share (sustainably & profitably in Brand &/or Private Label)							0.0%	Mutual value creation from "Field to Fork".
Re-accelerate eCom sales growth post CoVid-19 (with better economics)	Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)	Formats	300	435	870	3	80	18.4%	Winning with Shoppers in the "New Normal".
Innovate and lead in plant based food (across Buyrite & Deckers)	Penetrate more "plates" with insight led innovation	Category	250	600	850	3	90	15.0%	Inspiring the "Frozen of the Future".
Develop the Buyrite branded offer across all price points to increase relevance (but not complexity)	Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)	Category						0.0%	Being fanatical about "Format Fitness".
Optimise store operating models for maximum shopper satisfaction (incl. availability) at minimum cost to serve	Reduce costs to serve	Supply Chain	400	520	1,100	2	100	19.2%	Mutual value creation from "Field to Fork".
Reduce stockholding and logistics costs, improve inventory management	Reduce costs to serve	Supply Chain						0.0%	Mutual value creation from "Field to Fork".
Efficiently support eCom growth with robotics driven mini DC's in store warehouses to improve picking	Reduce costs to serve	Supply Chain						0.0%	Mutual value creation from "Field to Fork".
Shopper education to increase rates of self scanning	Planet friendly practices	Shopper / Outlet						0.0%	Winning with Shoppers in the "New Normal".
Manage stock rotation to minimise waste to landfill	Reduce costs to serve	Category						0.0%	Mutual value creation from "Field to Fork".
Manage promotional availability and stock levels	Grow the core (through quality, service/availability, value, consumer relevance) and the category	Category	500	650	1,395	2	150	23.1%	Winning with Shoppers in the "New Normal".
Reduce frozen and chilled supply chain costs at depots and stores	Reduce costs to serve	Supply Chain						0.0%	Mutual value creation from "Field to Fork".
Improve customer service levels in stores (whilst managing store costs)	Grow the core (through quality, service/availability, value, consumer relevance) and the category	Shopper / Outlet						0.0%	
Increase active participation in the communities around stores to solve local problems								0.0%	
Accelerate Frozen Share of Trade which lags behind other Departments	Grow the core (through quality, service/availability, value, consumer relevance) and the category	Category	3,000	4,000	8,550	2	1,000	25.0%	Capturing more than Group fair share of In Home & Out of Home spend
Ensure Frozen participates in the Format Fanatics (starting with small stores) initiative to maximise sales and minimise the risk of frozen in-store space loss	Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)	Category	1,000	1,700	2,930	2	350	20.6%	Being fanatical about "Format Fitness".
Redevelop the Buyrite PL Frozen Potato range for maximum competitiveness and shopper appeal	Grow McCain share (sustainably & profitably in Brand &/or Private Label)	Category	5,000	6,000	9,500	1	600	10.0%	Inspiring the "Frozen of the Future".
CHILLED - Re-establish and reinvigorate the relevance of Chilled Meals vs post CoVid-19 shopper behaviours (was a convenient "meal for tonight" which is less relevant as people are doing weekly shops/cooking more)	Grow the core (through quality, service/availability, value, consumer relevance) and the category	Category	110	180	341	2	50	27.8%	Winning with Shoppers in the "New Normal".
Improve category efficiency (range and space) to eliminate waste, improve availability and minimise supply chain costs	Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)	Category	200	310	580	2	75	24.2%	Mutual value creation from "Field to Fork".
Reduce promotional complexity (weight and frequency of deals)	Improve quality of sale (through mix - (PPA : pack, price architecture) & investment)	Category	500	700	1,050	1	300	42.9%	Capturing more than Group fair share of In Home & Out of Home spend
Manage the PL range reset with minimal write off of stock and packaging	Grow McCain share (sustainably & profitably in Brand &/or Private Label)	Commercial						0.0%	Inspiring the "Frozen of the Future".
Improve the Shoppers perception of Frozen	Grow the core (through quality, service/availability, value, consumer relevance) and the category	Shopper / Outlet	1,000	1,650	2,980	1	250	15.2%	Inspiring the "Frozen of the Future".
Ensure Frozen and Chilled are compliant with the Buyrite pledges on Packaging	Planet friendly practices	Category						0.0%	Winning with Shoppers in the "New Normal".
Increase loyalty card participation across Frozen	Get smart with data and digital	Shopper / Outlet	185	269	518	2	60	22.3%	Capturing more than Group fair share of In Home & Out of Home spend
		Totals	19,375	25,973	49,515		5,360	20.6%	

Strategy Alignment

Opportunity Assessment

Top 10 Priority Strategies	McCain Net Sales Value	Revenue for the Customer	Ease to Implement
Revenue growth ahead of the market	1560	3000	2
Improved sales mix through the Format Fanatic initiative (develop current bricks/clicks formats to achieve sales fair share & profit)	650	1400	3
Cost savings through the Better Buying initiative incl. optimisation of supplier terms from the purchase of Deckers Wholesale	5200	11000	2
Re-accelerate eCom sales growth post CoVid-19 (with better economics)	435	870	3
Optimise store operating models for maximum shopper satisfaction (incl. availability) at mininum cost to serve	520	1100	2
Manage promotional availability and stock levels	650	1395	2
Accelerate Frozen Share of Trade which lags behind other Departments	4000	8550	2
Ensure Frozen participates in the Format Fanatics (starting with small stores) initiative to maximise sales and minimise the risk of frozen in-store space loss	1700	2930	2
Redevelop the Buyrite PL Frozen Potato range for maximum competitiveness and shopper appeal	6000	9500	1
Improve the Shoppers perception of Frozen	1650	2980	1



McCain Risks in Customer

Risk	Risk Type	Value	McCain Investment Required to Retain	Causal Failures - Why is this a risk?
Category share	Commercial	10,000	2000	Greater competitor engagement through the Private Label relaunch & Shopper switching to Private Label alternatives
Promotional volume	Commercial	10,000	2500	The impact of an EDLP strategy has not historically driven the same volumes as a Hi-Lo promo approach
Potential de-lists	Commercial	5,000	1000	The customer's timeframes on packaging sustainability are ahead of ours, we need to accelerate or they will make their point!
Slowdown of growth rates	Category	5,000	1000	The Customer's internal visibility and commitment to drive Frozen given the high operational costs - possible threat of Frozen macro and/or Category micro space reductions. (We needs to show why Frozen is good).
	Totals	30,000	6,500	



Our Vision

Ambition for McCain in the Customer

Metric	From	To
Volume	53,512	71,000
Net Sales Value	71,900	100,000
Gross Margin	24,357	45,000

Vision: What do we want to be famous for in the customer?

Today	Future
A safe, trusted pair of hands we can rely on.	Supporting Buyrite to be the Shoppers go-to for Frozen leading to revenue growth ahead of the market and a reduction in their cost to serve Frozen and Chilled.

What do we want the customer to say about McCain?

Today	Future
"McCain are focussed on category growth".	"They really understand our business and our Shoppers - they see the future before it happens and make it happen with us. Our outstanding Frozen performance is due to McCain".

What do we want to be famous for in McCain?

Today	Future
A reputation for consistently delivering McCain growth in the customer.	Growing Buyrite to be the market's first £100m NSV Customer - a 40% increase on F20 and significantly improving profitability.

Strategic Roadmap

Ambitions

Metric	From	To
Volume	53,512	71,000
Net Sales Value	71,900	100,000
Gross Margin	24,357	45,000

Strategic Pillar 1

Winning with Shoppers in the "New Normal". (Short Term)

Strategic Initiatives

Frozen: Reinvigorate the category base with EDLP.

Chilled: Rediscover the relevance of Chilled for tonight.

Re-engineer Private Label for the new normal.

Leverage the loyalty card - develop a programme of "test & learn" to increase participation.

ADD

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Strategic Pillar 2

Being fanatical about "Format Fitness". (Short/Med Term)

Strategic Initiatives

Frozen: Interrogate Store challenges impacting on-shelf availability & the drivers of waste.

Frozen: Shopper & Store insight based range review & layout recommendations.

Project "Frozen E-com economics" - identify ways to reaccelerate Buyrite performance.

Strategic Pillar 3

Mutual value creation from "Field to Fork". (Med/Long Term)

Strategic Initiatives

"Store back to McCain factory" supply chain economic review.

"Factory to Field" value chain review - identify opportunities to maximize conversion of the total potato through Buyrite (& Dekkers).

"Group economies of scale" - explore opportunities of potential cost saving through a McCain/Buyrite global buying forum.

Strategic Pillar 4

Inspiring "Frozen of the Future". (Med/Long Term)

Strategic Initiatives

"Goodness of Frozen" - mutual campaign on why Frozen is good all year round.

"Fixture of the Future" - evolve the Frozen bricks/clicks experience (for Shoppers (Domestic & Operators), Staff & Store Ops).

Strategic Pillar 5

Capturing more than Group fair share of In Home & Out of Home spend (On-going)

Strategic Initiatives

Developing an omni-channel Category Growth Strategy for Buyrite/Dekkers & initiate joint sprint teams.

"Pledge Pioneers" - develop a rolling programme of joint, focus CSR initiatives starting with packaging reduction.

"Dish inspiration" - explore culinary/cuisine based opportunities that can engage IH/OOH Shoppers.

Enablers

Customer/McCain cross functional engagement (Agronomy, Manufacturing, Purchasing, Sales, Marketing, R&D, Category, Culinary)

Investment in Buyrite specific research, data and analytics.

A "customer first" mindset from ALL functions.

Activity Planning

List the activities and their relevant details for each of your priority opportunities.
Press the **+** next to the activity to create an Engagement Plan (EP). Click the **✓** to view an Engagement Plan.

1 MUST DO ACTIVITY: Selling the Plan and agreeing terms

EP	#	Activity	Start Date	End Date	Status
✓	1	Engage the Customers Trading and Category Team in a 3 year strategy "challenge & build".	7/1/2020	7/14/2020	In Progress
✓	2	Elevate visibility of the joint commercial strategy across the Buyrite Category Directors & Commercial Director	8/1/2020	8/15/2020	In Progress
+	3	Initiate discussions beyond the Buying Office alongside Buyrite stakeholders	9/1/2020	9/30/2020	Not Started
+	4	Raise profile to Board through a top-to-top	8/5/2020	11/30/2020	In Progress

ADD

HIDE

2 Winning with Shoppers in the "New Normal". (Short Term)

EP	#	Activity	Start Date	End Date	Status
+	1	Develop and agree a Category and Shopper based approach to transition Frozen from hi-lo promotions to EDLP (with call out to risks/how to mitigate and how to evaluate what is/isn't working)	6/1/2020	Ongoing	In Progress
+	2	Initiate joint Shopper research to understand the role of Chilled in people's new normal lives and the "so what" implications (use this to shape the new customer team's category thinking).	7/1/2020	8/30/2020	In Progress
+	3	Establish a winning Private Label RFP team to bring game changing perspectives & commercials (incl. looking at Dekkers PL for possible synergies & a bigger play)	6/1/2020	10/30/2020	In Progress
+	4	Establish a sprint team to fast start analysing existing loyalty card data, make recommendations and build a business case for Buyrite to start better data sharing	6/1/2020	Ongoing	In Progress
+	5	Maintain weekly Covid-19 insight briefing to the Buyrite & McCain Buyrite Team.	5/1/2020	Ongoing	In Progress

ADD

HIDE

3 Being fanatical about "Format Fitness". (Short/Med Term)

EP	#	Activity	Start Date	End Date	Status
+	1	Initiate a way (in a CV-19 world) to get Store input on the barriers to availability and drivers of waste, form a perspective on what needs to be solved for & discuss with relevant joint stakeholders.	8/1/2020	10/1/2020	In Progress
+	2	Action availability & waste prevention solutions with functions as required.	10/1/2020	Ongoing	Not Started
+	3	Complete range review and layout recommendations across all 6 estate types (incl. E-com).	8/1/2020	10/15/2020	In Progress
+	4	Set up an E-com excellence team to work with Buyrite that reviews the current fulfilment and economics of Frozen, develops recommendations to grow mutual topline sales and improves E-com profitability.	10/1/2020	12/1/2020	Not Started

ADD

HIDE

4 Mutual value creation from "Field to Fork". (Med/Long Term)

EP	#	Activity	Start Date	End Date	Status
+	1	Establish a cross fxl team (Buyrite & McCain) to review the supply chain economics from Stores to McCain factory with the aim of identifying value chain improvements &/or savings.	10/1/2020	4/1/2021	Not Started
+	2	Establish a cross fxl team (Buyrite & McCain) to work through where value is being lost from McCain factory to field with the aim of converting 100% of raw material into revenue for Buyrite.	4/1/2021	6/1/2020	Not Started
+	3	Explore economies of scale across the 2 Groups through a global Buying Forum to share best practice of associated materials e.g. oils, packaging etc. to identify cost savings/good practices that can be passed on in/out of the category.	6/1/2021	Ongoing	Not Started
+	4	Ongoing execution of PPA to create value that's relevant to store formats.	10/15/2020	Ongoing	Not Started

ADD

HIDE

5 Inspiring "Frozen of the Future". (Med/Long Term)

EP	#	Activity	Start Date	End Date	Status
+	1	Create a Shopper Marketing Campaign on the Goodness of Frozen (working title) to change Shoppers perception (building on the sales uplifts from Covid-19).	6/20/2020	Ongoing	In Progress
+	2	Develop a picture of success for the Frozen shopping experience of the future (Shopper & Store/Estate research required, consider macro space, in-store location, in-store equipment etc), engage Buyrite & look to test.	2/1/2021	8/1/2021	Not Started
+	3				

ADD

HIDE

6 Capturing more than Group fair share of In Home & Out of Home spend (On-going)

EP	#	Activity	Start Date	End Date	Status
+	1	Develop an approach to engage Buyrite and Dekkers in the Category Growth Strategy and creatively make a joint working session happen (recognizing Covid-19 working practices).	6/7/2020	9/30/2020	In Progress
+	2	Internally agree a rolling programme to support Buyrite/Dekker pledges leading quickly on packaging and help them to commercialize this into a reason to buy.	6/30/2020	Ongoing	Not Started
+	3	Explore the role that Culinary/Cuisine inspiration can play to grow IN/OOH sales of "Potato" and make a recommendation (poss part of the Cat Growth Strat activation).	8/1/2020	Ongoing	Not Started

ADD

HIDE

Joint Commercial Agreement

Proposal

Description	From (Metric)	To (Metric)	Customer Counter Proposal
Sole Brand Roasts Focus	30% share now	100%	
Speciality portfolio growth incentive (through override) on base sales i.e. excls promo volumes.	Part of total growth incentive	Additional 0.2% over base per growth tier.	
BrewCity portfolio growth incentive (through override) on basse sales i.e. excls promo volumes.	Zero	Increments of +0.2% for each year on year growth tier.	
Private Label RFP.	Zero	Agreement this will have distinct terms.	

Investment Level

F20 level to be maintained in F21 for a minimum 4% growth in NSV.

Agreed

Description	From (Metric)	To (Metric)	Actual Achieved
Speciality portfolio growth incentive (through override) on base sales i.e. excls promo volumes.	Part of total growth incentive.	Additional 0.2% over base per growth tier.	Additional 0.2% over base per growth tier.
BrewCity portfolio growth incentive (through override) on basse sales i.e. excls promo volumes.	Zero	Increments of +0.2% for each year on year growth tier.	Increments of +0.2% for each year on year growth tier.
McCain Share of Branded Chips	100%	100%	100%
McCain Share of Branded Croquettes	100%	100%	100%
McCain Share of Branded Jackets	100%	100%	100%
McCain Share of Branded Wedges	100%	100%	100%
McCain Share of Branded Hash Browns	100%	100%	100%
McCain Share of Branded Roasts	35%	100%	75%
Payment terms - fast payment incentive	35 days	30 days	30 days
Total portfolio growth incentive	Tiered as per F20 agreement	Tiered as per F20 agreement	Tiered as per F20 agreement PLUS specific growth incentives on Speciality and BrewCity.

Investment Level

--



EQ Dashboard

Customer Contact	Keith Bannerman
Role	Commercial Director: Fresh, Frozen and Commodities
McCain Relationship Owner	Joe Delaney (Regional President)

Relationship Status and Goal			Personal Styles		Information Preference	Social / Hobbies	Emotional Triggers - the 'Why'	Interface with McCain
	Today	Goal	Cool	Fiery	Visual	Liverpool FC lifelong fan	Lifelong Buyrite employee - company loyalist	Mentor
Trust			4	1	Auditory	Golfer with a low handicap	Internal role model (risen from the shopfloor)	Ally
Respect		X			Kinaesthetic	Active charity Trustee	Self challenge to rise as high as possible	Gatekeeper
Acceptance	X						Retire in 5 years	Challenger
Understand			3	2				X
Acknowledgement			Earth	Sunshine				

Engagement Implications and approach

Accepts McCain as one of the largest suppliers in his remit and constructively challenges us to always raise our game ... Feels he has to do this to get the best out of us and we respond well but are not proactive enough. We need to get on the front foot and go with some big perspectives that grab his attention in addition to understanding what's on his/the Board's mind. When he experiences us doing this it's likely he'll support a Board top to top. His barrier at the moment is what value this will bring to Buyrite and his credibility would not benefit.

Customer Contact	Greg Swinson
Role	Category Director: Prepared Foods
McCain Relationship Owner	Freddie Hanson (Commercial VP)

Relationship Status and Goal			Personal Styles		Information Preference	Social / Hobbies	Emotional Triggers - the 'Why'	Interface with McCain
	Today	Goal	Cool	Fiery	Visual	Road cyclist - races/long distances	Prove self in role (moved from Ambient)	Mentor
Trust			1	4	Auditory	Tri-athlete (Top 10 GB for age)	Given himself 3 years to improve Category	Ally
Respect					Kinaesthetic	Family (twin boys)	Quietly ambitious	Gatekeeper
Acceptance		X				Camping and the outdoors		X
Understand			2	3				Challenger
Acknowledgement	X		Earth	Sunshine				

Engagement Implications and approach

As at May 2020 - only 2 months in role with limited time spent with McCain. Acknowledges our size/good performance and is not currently committing to supporting initiatives proposed to his predecessor whilst he forms his own views on the Prepared Food Strategy with respectful insight from Suppliers. McCain to a) reshape thinking to be more data driven (given his personal style) b) to create engagement that will work for him (more considered, take it steady & allow time to reflect) c) to make "non-commercial" and include senior cross fxl team.

Customer Contact	Neville Hanson
Role	Category Buying Manager: Frozen
McCain Relationship Owner	John Rutherford (Commercial Controller)

Relationship Status and Goal			Personal Styles		Information Preference	Social / Hobbies	Emotional Triggers - the 'Why'	Interface with McCain
	Today	Goal	Cool	Fiery	Visual	Cooking/Food - big amateur chef	Moved around Buying across categories	Mentor
Trust			3	2	Auditory	Travelling with a food bias	Wants promo to Category Director in c 3 yrs	Ally
Respect	X	X			Kinaesthetic	Working out - active runner		X
Acceptance						Training for 2021 NYork marathon		Gatekeeper
Understand			4	1				Challenger
Acknowledgement			Earth	Sunshine				

Engagement Implications and approach

Big supporter of McCain but is being courted by other Suppliers who want our level of relationship. Need to stay close and keep demonstrating our value to accelerate Buyrite's share of Frozen so he's fuelled with content as he engages with his new manager Greg Swinson. Look to integrate Culinary resource particularly around new product/range suggestions &/or invite to an OOH Culinary event.

Customer Contact	Mary Hunter
Role	Buying Manager: Frozen Potato
McCain Relationship Owner	Steve Corby (Account Manager)

Relationship Status and Goal			Personal Styles		Information Preference	Social / Hobbies	Emotional Triggers - the 'Why'	Interface with McCain
	Today	Goal	Cool	Fiery	Visual	Paddleboarding	Achieving bonus (help to buy a flat/house)	Mentor
Trust			4	2	Auditory	Cooking/entertaining (time with friends)	Achieving targets/kpi's	Ally
Respect	X	X			Kinaesthetic	Music - festivals/gigs	Recognition (for a successful PL '21 relaunch)	X
Acceptance							Longer term promotion	Gatekeeper
Understand			3	1				Challenger
Acknowledgement			Earth	Sunshine				

Engagement Implications and approach

High energy engagement BUT back up with data so she has it and is not exposed when asked for it internally (one of the reasons why we have the relationship we do). Always engage socially before getting in to work and allow for it in meetings. If we decide to pitch for PL, recognise this will be a big deal AND, recognise she'll be distracted next year by the PL relaunch so getting airtime on brands maybe a challenge that we need to plan for.

Customer Contact	Kyle Hughes
Role	Category Buying Manager: Chilled
McCain Relationship Owner	John Rutherford (Commercial Controller)

Relationship Status and Goal			Personal Styles		Information Preference	Social / Hobbies	Emotional Triggers - the 'Why'	Interface with McCain
	Today	Goal	Cool	Fiery	Visual	Cricket (watching/playing)		Mentor
Trust			4	2	Auditory	Cooking/food & drink		Ally
Respect					Kinaesthetic			Gatekeeper
Acceptance								X
Understand		X	3	1				
Acknowledgement	X		Earth	Sunshine				

Engagement Implications and approach

Create reasons to engage with Kyle - limited exposure given the size of our chilled business to Buyrite. Use the Cat Strat to bring a holistic view on Potato, the opportunities and how they can best play out across Chilled/Frozen so that both departments are winners.

EQ Dashboard

Customer Contact	Brooks Cooper
Role	Buying Manager: Chilled Ready Meals
McCain Relationship Owner	Steve Corby (Account Manager)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		
Acceptance		
Understand		
Acknowledgement	X	X

Personal Styles	
Cool	Fiery
3	4
1	2
Earth	Sunshine

Information Preference	
Visual	X
Auditory	
Kinaesthetic	

Social / Hobbies	
Golfer with a single handicap	
Cars/motorbikes - drives a Harley	

Emotional Triggers - the 'Why'	

Interface with McCain	
Mentor	
Ally	X
Gatekeeper	
Challenger	

Engagement Implications and approach

Dial up limited contact which is mainly transactional around demonstrating a good rate of sale (to maintain listings) and promotional support. Use the Cat Strat as a vehicle to drive greater engagement.

Customer Contact	Ben Brannigan
Role	Buying Manager: Frozen Party Food
McCain Relationship Owner	Steve Corby (Account Manager)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		
Acceptance		X
Understand	X	
Acknowledgement		

Personal Styles	
Cool	Fiery
4	1
3	2
Earth	Sunshine

Information Preference	
Visual	X
Auditory	
Kinaesthetic	

Social / Hobbies	
Football - playing & supporting Chelsea	
Chelsea season ticket holder	
Craft beers/brewing (big Brewdog fan & punk)	

Emotional Triggers - the 'Why'	
Achieve stretching results/kpi's	
The challenge of growing seasonal categories	

Interface with McCain	
Mentor	
Ally	X
Gatekeeper	
Challenger	

Engagement Implications and approach

Early days in the relationship but a supporter of BrewCity. He has aspirations to really get behind BCity as a year round product but is very focused on seasonal private label. Engage with some big ideas on BCity and work with Ben to get access to Sarah Wingate (the Category Buying Manager: Beer).

Customer Contact	Stan Holloway
Role	Head Display Manager
McCain Relationship Owner	Charlie Brooks (Category Controller)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		X
Acceptance		
Understand	X	
Acknowledgement		

Personal Styles	
Cool	Fiery
3	4
2	1
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	X

Social / Hobbies	
Family	
Gardening (grows fruit & veg)	
Coaches a junior football team	

Emotional Triggers - the 'Why'	
Creating THE best shopping environment	
Improving Buyrite net promoter scores	
Loyal to the Buyrite brand (20yrs service)	

Interface with McCain	
Mentor	
Ally	
Gatekeeper	X
Challenger	

Engagement Implications and approach

Working/functional relationship that needs a trigger to do more with Frozen. Need to understand more about the barriers/what's stopping Buyrite from looking at display improvements. Think about the role that the Cat Strat can play as we look at "The Future of Frozen". Also need to go with big idea on BrewCity/Beer and ensure that Stan can operationalize it so there's minimal store pushback (one of his biggest problems).

Customer Contact	Neil Mann
Role	Category Planning Manager
McCain Relationship Owner	Charlie Brooks (Category Controller)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		X
Acceptance	X	
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
1	4
2	3
Earth	Sunshine

Information Preference	
Visual	X
Auditory	
Kinaesthetic	

Social / Hobbies	
All round sports fan	
Live music - gigs/festivals	
All things technology	

Emotional Triggers - the 'Why'	
Achieving category targets/kpi's	
Achieving bonus	

Interface with McCain	
Mentor	
Ally	
Gatekeeper	
Challenger	X

Engagement Implications and approach

Fact/data supported recommendations from a Category and Buyrite Shopper lens are essential. Good working relationship very focussed on short/medium term. Always sense checks McCain reco's ... need to shift the relationship to be more accepting of our reco's and start to encourage a more strategic, longer term perspective beyond range and existing space.

Customer Contact	Simon McCoy
Role	Category Planning Manager
McCain Relationship Owner	Charlie Brooks (Category Controller)

Relationship Status and Goal		
	Today	Goal
Trust	X	X
Respect		
Acceptance		
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
3	4
1	2
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	X

Social / Hobbies	
Family activities at weekends/hols	
Camping/outdoors	

Emotional Triggers - the 'Why'	
Achieving category targets/kpi's	
Achieving bonus (to spend on family)	
Loyalty to the Buyrite brand (15yrs service)	

Interface with McCain	
Mentor	
Ally	X
Gatekeeper	
Challenger	

Engagement Implications and approach

Worked with McCain longer that Neil (but Category work can be with either person based on workload). Rarely challenges recommendations. Leverage this relationship more than we do today without overstepping the trust to get insight to the internal Buyrite agenda and category priorities.

EQ Dashboard

Customer Contact	Druar McColl
Role	Buying Manager: Chilled Snacking
McCain Relationship Owner	Steve Corby (Account Manager)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		
Acceptance		
Understand		X
Acknowledgement	X	

Personal Styles	
Cool	Fiery
1	3
2	4
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	X

Social / Hobbies	

Emotional Triggers - the 'Why'	

Interface with McCain	
Mentor	
Ally	
Gatekeeper	
Challenger	

Engagement Implications and approach

Very limited transactional contact - need to dial up frequency in a relevant way .. Figure out what this looks like & give Druar a reason to engage with us more.

Customer Contact	Helen Beddows
Role	Category Buying Manager: Chilled
McCain Relationship Owner	John Rutherford (Commercial Controller)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		
Acceptance		X
Understand	X	
Acknowledgement		

Personal Styles	
Cool	Fiery
4	3
2	1
Earth	Sunshine

Information Preference	
Visual	X
Auditory	
Kinaesthetic	

Social / Hobbies	
Family time/activities	
Amateur baking (enters competitions)	
Foodie	

Emotional Triggers - the 'Why'	
Achieving results	
Maintaining Buyrite's reputation in Chilled	
Promotion to Category Director	

Interface with McCain	
Mentor	
Ally	
Gatekeeper	X
Challenger	

Engagement Implications and approach

Same role as Kyle Hughes with responsibility for Potato products going from one to another because it's relatively small. Similar approach to Kyle ... engage through the Cat Strat. Ensure both of them are aligned to plans to prevent having to represent/justify.

Customer Contact	Steve Gladwell
Role	Operations Manager: Store Ordering
McCain Relationship Owner	Helen Barnett (Supply Chain)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect	X	X
Acceptance		
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
3	1
4	2
Earth	Sunshine

Information Preference	
Visual	X
Auditory	
Kinaesthetic	

Social / Hobbies	
Golfer - keen, trying to reduce handicap	
Gardening, grows fruit & veg, enters shows	

Emotional Triggers - the 'Why'	
Financial security	
Do a good job, stay in role	
"Work to live"	
Loyalty to Buyrite (21yrs service)	

Interface with McCain	
Mentor	
Ally	X
Gatekeeper	
Challenger	

Engagement Implications and approach

Long time in role and worked with McCain for over 12 years. Actively gives us a heads up on any internal Buyrite decisions that will impact ordering/availability and works with us to maintain a great service level across the total portfolio. Stay close and maintain the relationship with the occasional face to face.

Customer Contact	Duncan Hawkins
Role	Supply Chain Manager
McCain Relationship Owner	Ruth Crombie (Supply Chain)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		X
Acceptance	X	
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
1	3
2	4
Earth	Sunshine

Information Preference	
Visual	X
Auditory	
Kinaesthetic	

Social / Hobbies	
Manchester United Football fan	
Sports in general	

Emotional Triggers - the 'Why'	
Achieving kpi's/targets	
Continuous improvement	
Reputation in the industry	

Interface with McCain	
Mentor	
Ally	X
Gatekeeper	
Challenger	

Engagement Implications and approach

Good relationship but not engaging in strategic dialogue to look for ways to significantly improve the end to end Supply Chain incl. field to factory on Buyrite volumes. Need to generate a strategic agenda that will build Duncan's reputation in/out Buyrite and use this to fuel engagement with the Commercial Director/CEO.

Customer Contact	Dave Aston
Role	Promotions & Events Supply Chain Manager
McCain Relationship Owner	Ruth Crombie (Supply Chain)

Relationship Status and Goal		
	Today	Goal
Trust		
Respect	X	X
Acceptance		
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
2	4
1	3
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	X

Social / Hobbies	
Outdoor pursuits (Hiking, Climbing, Camping)	
Big mountain biker	

Emotional Triggers - the 'Why'	
Achieving kpi's, metrics on availability	
Achieving bonus	
The challenge associated with promotions!	

Interface with McCain	
Mentor	
Ally	X
Gatekeeper	
Challenger	

Engagement Implications and approach

Maintain the personal connections and closeness of communication because of the mutual benefit in having promo volumes available - look to improve McCain's supplier rating for promotional service so we are in the Top 5 (an improvement from the Top 10).

Customer Contact		Jen Griffiths	
Role		Supply Chain & Range Change Co-ordinator	
McCain Relationship Owner		Ruth Crombie (Supply Chain)	

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		
Acceptance	X	X
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
3	4
1	2
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	X

Social / Hobbies	
Music festivals in particular	

Emotional Triggers - the 'Why'	
Prove ability (18 mths into Graduate Program)	
Secure an Assistant Buying role	
Establish career in Buyrite	

Interface with McCain	
Mentor	
Ally	X
Gatekeeper	
Challenger	

Engagement Implications and approach

Continue to build a relationship - seen as a high potential in Buyrite who will move to Buying at some point. When she moves, maintain contact.

Customer Contact		Simon Hillfoot	
Role		Category Manager: Frozen	
McCain Relationship Owner		Alison Stedman (Category Manager)	

Relationship Status and Goal		
	Today	Goal
Trust		
Respect	X	X
Acceptance		
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
4	3
2	1
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	X

Social / Hobbies	
Keen all rounder @ sports (v active)	
Coaches club/childrens tennis	
Loves to travel/holiday	

Emotional Triggers - the 'Why'	
The challenge of achieving yr on yr targets	
Achieving bonus to fund travel	
Enjoys that Frozen is a "low profile category"	

Interface with McCain	
Mentor	X
Ally	
Gatekeeper	
Challenger	

Engagement Implications and approach

Maintain the strength of relationship - important not to take this for granted. Explore with Simon any internal thinking he's aware of around the direction of Frozen and work with him to test the appetite for change ... any barriers/ops.

Customer Contact			
Role			
McCain Relationship Owner			

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		
Acceptance		
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	

Social / Hobbies	

Emotional Triggers - the 'Why'	

Interface with McCain	
Mentor	
Ally	
Gatekeeper	
Challenger	

Engagement Implications and approach

Customer Contact			
Role			
McCain Relationship Owner			

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		
Acceptance		
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	

Social / Hobbies	

Emotional Triggers - the 'Why'	

Interface with McCain	
Mentor	
Ally	
Gatekeeper	
Challenger	

Engagement Implications and approach

Customer Contact			
Role			
McCain Relationship Owner			

Relationship Status and Goal		
	Today	Goal
Trust		
Respect		
Acceptance		
Understand		
Acknowledgement		

Personal Styles	
Cool	Fiery
Earth	Sunshine

Information Preference	
Visual	
Auditory	
Kinaesthetic	

Social / Hobbies	

Emotional Triggers - the 'Why'	

Interface with McCain	
Mentor	
Ally	
Gatekeeper	
Challenger	

Engagement Implications and approach

Engagement Path

Opportunity

MUST DO ACTIVITY: Selling the Plan and agreeing terms

Activity Engage the Customers Trading and Category Team in a 3 year strategy "challenge & build".

Stat Date 7/1/2020

End Date 7/14/2020

Ultimate Customer Decision Commitment to work with McCain for the long term on accelerate the growth of Frozen (and Chilled) not just on "Potato" and to internally recommend this in Buyrite.

Who is the Decision Maker Neville Hanson/Kyle Hughes/Neil Mann

Decision to be made "Yes - we can and want to work with McCain for the long term because they will unlock profitable growth for us and help to solve our commercial challenges".

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status
Neville Hanson	Decision Maker (Frozen)	Respect	John Rutherford	McCain continues to invest in understanding your business/your Shoppers and is committed to accelerating your top and bottom line Category growth as a catalyst to step change your Frozen performance. To do this we need to go beyond the Commercial Team to explore all opportunities .. how can we get your stakeholder peers and leaders engaged?	7/2/2020	In Progress

Decision to be made "I'll work with McCain on the back of what they're doing in Frozen where they are much bigger than in Chilled. I'm happy for Chilled to be included in their Strategy that gets communicated upwards".

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status
Kyle Hughes	Decision Maker (Chilled)	Acknowledge	John Rutherford	We're working with the Frozen Team to really accelerate Potato and Appetizers growth. Because of our Category focus there are untapped opportunities in Chilled that we want you to take advantage of. In our thinking, Chilled plays a significant role.	7/7/2020	In Progress

Decision to be made "McCain have brought significant value to our Category thinking and are now broadening it out to be about total Frozen which can only be a good thing - having Chilled perspectives is also good. We can't afford not to work with them".

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status
Charlie Brooks	Influencer on NH and KH	Acceptance	Charlie Brooks	We understand the challenges in your business across Frozen (and Chilled) - we're really raising our sights to help you both in the short term on the Caategory but also longer term to step change yooor presence particularly in Frozen. To do this we need continued Category team support but also to start working with broader stakeholders...	7/7/2020	In Progress

Comments

Engagement Path

Opportunity

MUST DO ACTIVITY: Selling the Plan and agreeing terms

Activity Elevate visibility of the joint commercial strategy across the Buyrite Category Directors & Commercial Director
Stat Date 8/1/2020
End Date 8/15/2020

Ultimate Customer Decision "I'm sufficiently convinced that McCain have a lot to offer. I'll endorse their approach to others".

Who is the Decision Maker Keith Bannerman

Decision to be made "McCain are step changing their thinking and ambition - they have a lot to offer and yes, I'll unlock some doors to see if they can convert the intention into results".

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	
Keith Bannerman	Decision maker	Acceptance	Joe Delaney	"We're happy to explore all opportunities with the Commercial Team but to really unlock mutual top and bottom line growth we need to start working with other functions and based on those results explore strategic opportunities further with the support of the Board".	8/2/2020	In Progress	
Greg Swinson	Influencer	Acknowledge	Freddie Hanson	"We appreciate that you are forming your own thoughts and bringing new perspectives - we have some that we'd like to share with you based on our experience and the work we've been doing to look at the immediate and long term future of the Category and Frozen".	8/2/2020	In Progress	

Decision to be made

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	

Decision to be made

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	

Comments

Engagement Path

Opportunity Capturing more than Group fair share of In Home & Out of Home spend (On-going)

Activity 0

Stat Date 1/0/1900

End Date 1/0/1900

Ultimate Customer Decision

Who is the Decision Maker

Decision to be made

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	

Decision to be made

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	

Decision to be made

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	

Comments

Engagement Path

Opportunity**MUST DO ACTIVITY: Selling the Plan and agreeing terms**

Activity

Engage the Customers Trading and Category Team in a 3 year strategy "challenge & build".

Stat Date

7/1/2020

End Date

7/14/2020

Ultimate Customer Decision

Who is the Decision Maker

Decision to be made

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	

Decision to be made

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	

Decision to be made

Customer Contact	Customer Role in the Ultimate Decision	Relationship Level	McCain Team Member	Key Message to be delivered by McCain	When	Status	

Comments