How To Guide

What To Do – Plan

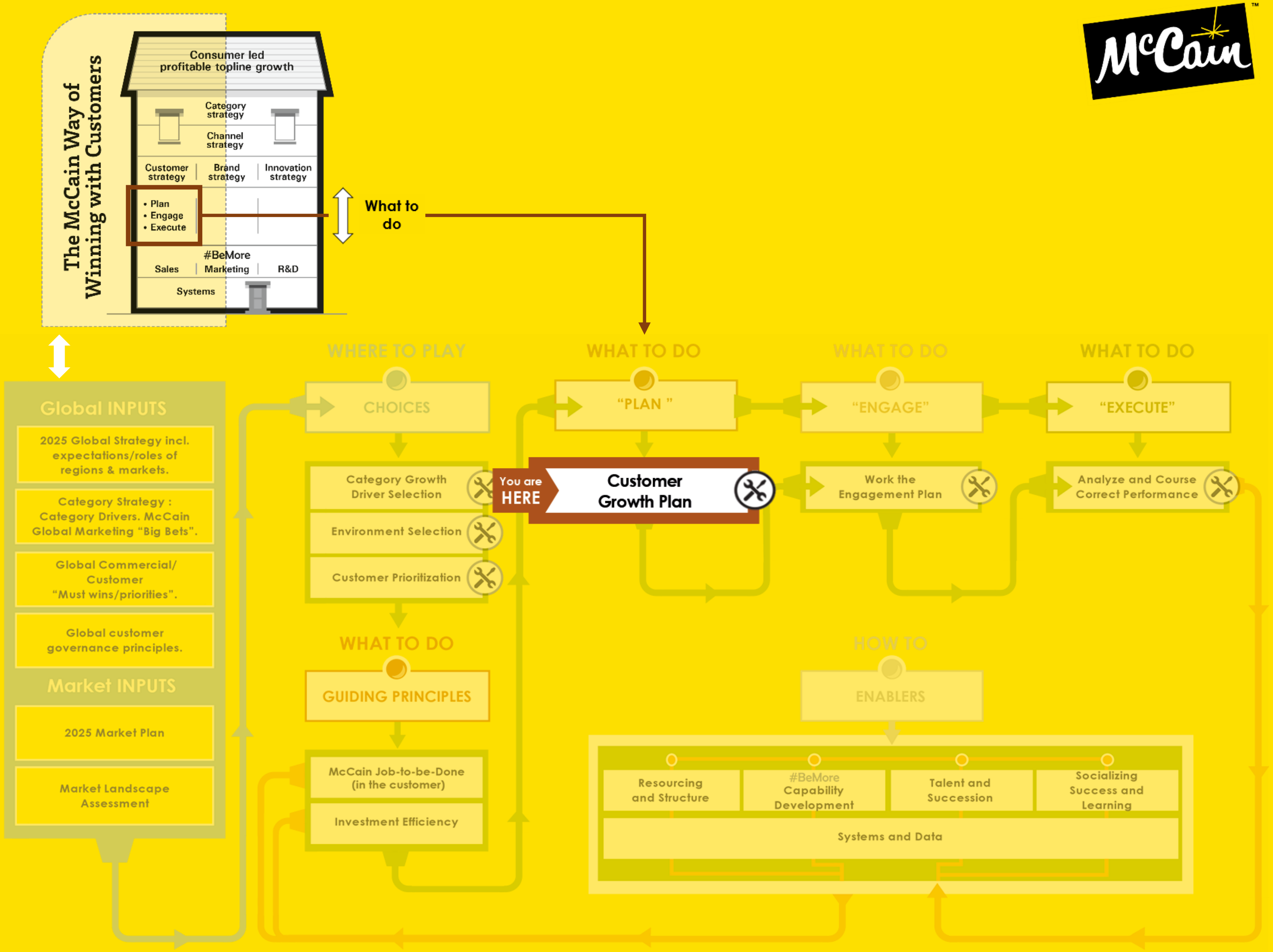
Creating compelling and engaging 3 year plans that fuel growth for McCain and the Customer.


CONTENT

Where we are in the MWOW commercial ecosystem

The **purpose** of developing **Customer Growth Plans (2-3 years) for Customers with a Collaborative or Consultative relationship** is to unlock sustainable and mutual profitable growth built around consumer and business conversations that elevates McCain's position as THE supplier of choice.

The **outcome** will be Customer confidence in McCain as the supplier that can help it achieve its needs/overcome its challenges **AND, confidence** within McCain that there is a well thought through growth plan that maximizes the Customer's contribution to profitable topline growth.



The benefits of developing Customer Growth Plans (2-3 years)
Collaborative and Consultative Customer Relationships

- Winning more profitable business and improving current business profitability.
- A significant shift in the dialogue with customers that goes beyond the current contact network and sphere of influence.
- Improved investment efficiency and effectiveness that supports the achievement of the different jobs to be done in the portfolio.
- Internal alignment to the 3 year vision and rolling 12 month plan being pursued in strategically important customers.
- Develops the use of a broader set of currencies, beyond investment, across the growth, efficiency and engagement levers that are important to customers.
- Provides a platform to ensure market plans for Global and Regional customer plans are in sync.

The main differences vs. the current approach

- Adoption of a consistent approach.
- Common principles with the Functional Relationship Customer Growth Plan to minimize new learning when people transition across customers.
- A longer term outlook.
- A living plan.
- More rigor and discipline.
- Hosting on a secure site to give greater visibility of key customer plans.
- The ability to roll up key parts of the plans across markets for selected customers.

Getting practical

When to do this

- Development of the initial Customer Growth Plan will be in F20 with a Vision looking 3 years out.
- Ongoing updates and reviews of the Plan as the guide to drive daily action.

What it replaces

- All existing Customer Plan formats.

Who should be involved

- Customer Leaders are the owners of developing and deploying the plan supported by Category, Channel Marketing, Marketing Commercial Finance and Supply Chain.
- Sales VP's/Sales Leaders will challenge and build through development of the plan. They will support as required through its deployment and lead monthly reviews.
- The developed plans for top customers in the markets should be shared with the Leadership Team.

Sources of data

- 7 C's knowledge fuelled by internal and external sources.
- Customer contacts to gain insight to the Customer's business.
- Published open sources e.g. Customer Annual Reports.
- A network of other suppliers working with the Customer.

MWOW

MWOW interdependencies

- **INPUTS**
- Category Strategy.
- Customer Prioritization.
- Investment Principles.
- **The OUTCOME will influence**
- Work the Engagement Plan.
- Analyze and Course Correct Performance.

WHAT TO DO

"PLAN"

Customer Growth Plan

Familiarizing with the tool

Tab 1 — The Landscape (Customer Performance and Financials | McCain Performance in the Customer)

Tab 1a — EQ Dashboard (View)

- Summarizes the Customer's business performance.
- The EQ Dashboard deep dives into the relationship and builds a picture of the individual as input to strengthen relationships.
- Details McCain performance in the customer today, the Jobs to be Done and the future forecast.

Tab 2 — Strategy Alignment

- Maps the synergy between the Customer and McCain's strategies to identify the common areas of potential growth that will lead to achievement of the McCain jobs to be done..

Tab 3 — Our Vision

- In the context of the above – clarifies the 3 year "end in mind" i.e. the shape of the business we want and what we want the customer to be saying about McCain and the strategic pillars to get there.

Tab 4 — 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.)

Tab 4a — EP ✓

- The "Activity Plan" against each of the Big Bets required to achieve the job to be done and unlock the joint opportunity: What, When, Status (for tracking).
- The Engagement Path is created to ensure the right conversations are taking place at the right time, with the right content between the right people.

Tab 5 — Joint Commercial Agreement

- Itemizes the intended and actual joint commercial agreement i.e. the investment/reward terms to be agreed with the customer.

WHAT TO DO

"PLAN "

Customer Growth Plan

Familiarizing with the tool

8 "must complete" tabs

Home (must complete)

McCain Customer Growth Plan

SELECT SHEET

About the Customer		About the Plan	
Customer Name		Plan Owner	
Geography		Plan Creation Date	
Importance		Currency	
Parent Group		Plan year	2020
Scale		Plan Duration	Months
Environment		Last Update	31/07/2019 at 10:14:23

Macros

Macros must be enabled in Excel for the tool to work correctly.

HOW?

Further Support

If you have questions or require further support in using this tool please contact xxx

Select a Sheet

- Home
- The Landscape
- Strategy Alignment
- Our Vision
- Activity Planning
- Joint Commercial Agreement

Cancel | View

EQ Dashboard

View

EP

- Access to the other main Tabs from a drop down menu.

Captures:

- The basics about the Customer that this growth plan is being developed for
  - The Customer name.
  - The geography covered by this plan e.g. Global, National – USA.
  - The strategic importance of the customer e.g. Big 3, Top 50.
  - The name of the Customer's parent group if there is one e.g. Sysco.
  - The scale of the Customer's parent group e.g. their total business turnover.
  - The name of the Environment(s) that this customer operates in i.e. lifted from the Environment definitions.
- Details of the McCain Growth Plan owner
  - The Customer Leader responsible for the Growth Plan development and delivery.
  - The date that the Plan was created.
  - The currency used.
  - The first McCain financial year of the plan.
  - How far out the plan looks e.g. 24 or 36 months.
- The last update is an auto fill cell and gives an indication of how actively the Growth Plan is being used and updated.

WHAT TO DO

"PLAN"

Customer Growth Plan

Familiarizing with the tool

Tab 1 – The Landscape: Customer Performance and Financials (must complete)

The Landscape

SELECT SHEET

Customer Performance and Financials | McCain Performance in the Customer

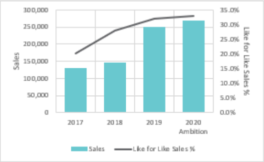
Customer Performance and Financials

Published Accounts

	2017	2018	2019	2020 Ambition	CAGR
Sales	130,000	145,000	250,000	270,000	20.0%
Like for Like Sales %	20.0%	28.0%	32.0%	33.0%	13.3%
Operating Profit	18,000	26,000	32,000		0.0%
Operating Profit %	25.0%	26.0%	28.0%	32.0%	6.4%
Number of Outlets					0.0%

Commentary

Done



Category Revenue / Purchases

	2017	2018	2019	2020 Ambition	CAGR
Conventional	10,000	10,000	10,000	10,000	0.0%
Speciality	10,000	10,000	10,000	10,000	0.0%
Differentiated	10,000	10,000	10,000	10,000	0.0%
Appetizers	10,000	10,000	10,000	10,000	0.0%

Commentary

Done

Customer's Business Model and Metrics

	Metric
Done	Done
Done	Done
Done	Done

Customer's Commercial Challenges and Metrics

Description	Metric
Back of House	
Banner / Fascia	
Corporate	

Customer's Potential Risks

Done
Done
Done
Done
Done

Key Customer Contacts Known

Name	McCain Relationship Owner	EQ Dashboard
Contact 1	Owner 1	View
Contact 2	Owner 2	View
Contact 3	Owner 3	View
Contact 4	Owner 4	View
Contact 5	Owner 5	View
Contact 6	Owner 6	View
Contact 7	Owner 7	View
Contact 8	Owner 8	View
Contact 9	Owner 9	View
Contact 10	Owner 10	View

Customer Target Contacts

Name	McCain Intended Relationship Owner
xxxx	xxxx
xxxx	xxxx
xxxx	xxxx
xxxx	xxxx
xxxx	xxxx
xxxx	xxxx
xxxx	xxxx
xxxx	xxxx
xxxx	xxxx
xxxx	xxxx

- Summarizes key Customer data from the 7C's knowledge about:
  - The Customer's performance as a business.
  - The value of their total participation in McCain categories.
  - A description of their business model, commercial challenges and risks.
  - Who we know in the customer and the McCain relationship owner plus who we need to know.

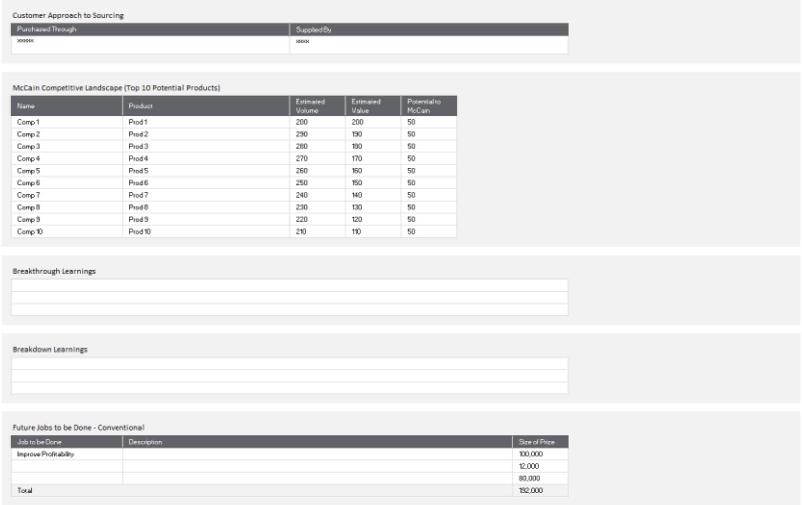
WHAT TO DO

"PLAN "

Customer Growth Plan

Familiarizing with the tool

Tab 1 – The Landscape:
McCain Performance in the Customer (must complete)



- A detailed understanding of:
  - McCain performance in the customer today and the forecast for c. 2-3 years by:
    - Total business, Conventional. Speciality, Differentiated and Apps.
  - Investment.
  - Listings and competitor presence.
- Ends with clarification of the McCain "Jobs to be done" for each part of the portfolio (which must connect to the Jobs to be Done in the Environment and Customer Prioritization):
  - Win New.
  - Win More.
  - Win Again.
  - Grow existing.
  - Improve profitability.

Familiarizing with the tool

Tab 1a – The EQ Dashboard (must complete)

EQ Dashboard

BACK

Customer Contact	Contact 2
McCain Relationship Owner	Owner 2

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

- The EQ Dashboard deep dives into the relationship between key customer contacts and the McCain relationship owner. It captures:
  - The relationships status ("as is" and "to be").
  - The customer contact's:
    - Personal style preferences.
    - How they like to receive information.
    - Out of work interests.
    - Their emotional triggers i.e. outside of the rational commercial arguments, why they say "yes".
    - The role they play within their business when it comes to decisions about McCain's business.
- It provides a picture of the individual as an input for McCain to adapt its communication approach and improve relationships.

WHAT TO DO

"PLAN "

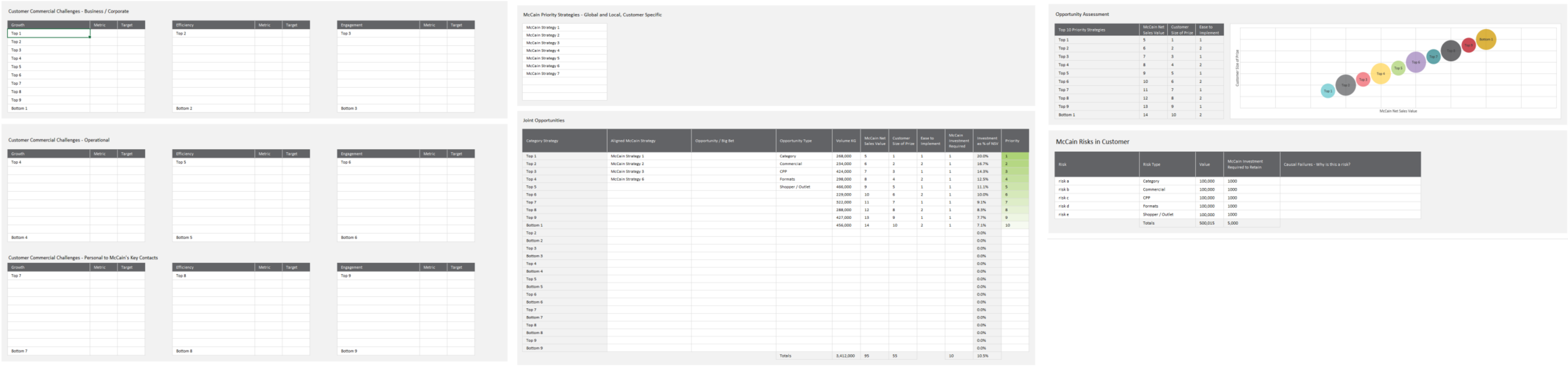
Customer Growth Plan

Familiarizing with the tool

Tab 2 – Strategy Alignment (must complete)

Strategy Alignment

SELECT SHEET



- Maps the synergy between the Customer and McCain.
- Details the customer's commercial challenges:
  - 3 levels – corporate/strategic, operational and for McCain's key customer contacts, across Growth, Efficiency and Engagement plus their target metrics e.g. Revenue, Margin, Food costs etc.
- Details McCain's priority strategies:
  - Global e.g. Win in Delivery.
  - Market e.g. Improve profitability of Conventional Fries.
- Maps the joint opportunities i.e. the synergies between the Customer and McCain, and visualizes them with size of prize so that some choices can be made about what to go after
- Highlights any possible risks for McCain in the customer e.g. competitive threat to an existing contract, the threat of pricing exposure due to a customer merger etc.

WHAT TO DO

"PLAN"

Customer Growth Plan

Familiarizing with the tool

Tab 3 – Our Vision (must complete)

SELECT SHEET

Our Vision

Ambition for McCain in the Customer

Metric	From	To
Volume	1000000	2000000
Net Sales Value	300000	600000
Gross Margin	200000	400000

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

Today	Future

What do we want the customer to say about McCain?

Today	Future

Strategic Roadmap

Ambitions

Metric	From	To
Volume	1000000	2000000
Net Sales Value	300000	600000
Gross Margin	200000	400000

Strategic Pillar 1	Strategic Pillar 2	Strategic Pillar 3	Strategic Pillar 4	Strategic Pillar 5
Top 2	Top 8	Top 6	another one	Bottom 1

Enablers

xxx

xxx

xxx

- In the context of the Strategic Alignment we look 3 years ahead and capture where we are in the Customer. This gives us the "end in mind" i.e. where we want to be with this customer both quantitatively and qualitatively:
  - The financial ambition.
  - A description of what we want McCain to be recognized for by the Customer.
  - A description of what we want the Customer to be saying about McCain.
- To achieve the 3 year ambition we need to capture the big building blocks that need to be put in place to help us get there i.e. the Strategic Pillars. These should be connected to the Strategic Alignment from the previous Tab and support achievement of the Jobs to be Done.
- The enablers are also captured e.g. resources that need to be in place to support achievement of the strategies.

Familiarizing with the tool

Tab 4 – Activity Planning (must complete)

Activity Planning

SELECT SHEET

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				
+	2				
+	3				

ADD HIDE

2 Top 2

EP	#	Activity	Start Date	End Date	Status
+	1				
+	2				
+	3				

ADD HIDE

- Build the "Activity Plan" against each of the Strategic Pillars required to achieve the job to be done and unlock the joint opportunity:
  - What action needs to be taken.
  - When the action should be sequenced to start and finish.
  - The "status" is used for ongoing tracking and course correction.
- Create an engagement path where an activity needs to be supported with communication that is outside of daily business e.g. it involves cross functional or senior representation.
- The "MUST DO" activity, against which actions must be put in place, is to sell in the plan and agree the Commercial terms.

WHAT TO DO

"PLAN"

Customer Growth Plan

Familiarizing with the tool

Tab 4a – Engagement Path (must complete)

Engagement Path

BACK DELETE

Opportunity **Top 1**

Activity 0

Stat Date 00/01/1900

End Date 00/01/1900

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

- The Engagement Path is created to ensure the right conversations are taking place at the right time, with the right content between the right people.
- This can be used to support:
  - Achieving the activities.
  - Gaining a deeper/broader contact penetration.
  - Getting a deeper knowledge/understanding of a new customer as input to developing the right propositions.
  - Top to tops.
- It should reflect information captured in the EQ Dashboard e.g. about the relationship level.
- The "status" is used for ongoing tracking and course correction.

WHAT TO DO

"PLAN"

Customer Growth Plan

Familiarizing with the tool

Tab 5 – Joint Commercial Agreement (must complete)

Joint Commercial Agreement

SELECT SHEET

Proposal

Description	From (Metric)	To (Metic)	Actual Achieved

Investment Level

Agreed

Description	From (Metric)	To (Metic)	Actual Achieved

Investment Level

- This itemizes the joint commercial agreement that supports the Growth Plan.
- It allows for the proposed investment/reward terms that are the going in point for McCain in the Customer and for the actual agreement to be captured.
- Visibility of the negotiation journey helps shape future commercial agreements.

WHAT TO DO

"PLAN "

Customer Growth Plan

Suggested sequence and way of working

	What needs to happen	Who should participate	Format and approximate duration
1	Build an understanding of the Customer's landscape. - Utilise the 7 C's framework to capture a picture of the Customer now and their ambition moving forward. - Capture details of current and targeted key customer contacts with a view to deepening and strengthening relationships which will fuel more growth related conversations.	- Customer Leaders, Category/Channel Marketing.	- Desk work (Customer Leaders to populate the Customer landscape and McCain financial performance) (120 mins). - Working session to discuss, challenge and build, close gaps and complete (Half day max). - Meeting (30 mins).
2	Build an understanding of McCain's business and performance in the Customer. - Capture the historic and YTD picture at the portfolio level. - Scrutinize past and current investment to identify opportunities to improve efficiency and effectiveness (as per the Investment Guidelines). - Review the competitive situation of who's supplying what to the Customer. - Interpret McCain performance vs. the Customer's landscape and identify the Jobs to be Done with a potential size of prize. - Share and sign off the Jobs to be Done.	- Customer Leaders, Category/Channel Marketing, Commercial Finance. - Customer Leaders, Sales VP's/Sales Leaders.	
3	Identify the strategic alignment between the Customer and McCain. - Deep dive into the Growth, Efficiency and Engagement challenges of the Customer and the corresponding key metric they are trying to influence. - Capture McCain's priority strategies incl. any Global initiatives. - Map the alignment to identify the joint opportunities. - Prioritize the opportunities based on size and ability. - Call out any major risks that are anticipated. - Sense check the relevance of the Jobs to be Done vs. the opportunities.	- Customer Leaders, Category/Channel Marketing, Commercial Finance.	- Desk work (Customer Leaders to populate the Customer challenges (60 - 120 mins). - Working session to complete the Strategic alignment and Vision (120 – 180 mins max).
4	Develop the 3 year "from – to" vision. - Use the Landscape, Strategy Alignment inputs and the growth mindset to set a longer term ambition for McCain in the Customer. - Support this with the Strategic Pillars and Enablers that need to be activated to unlock the vision.	- Customer Leaders, Category/Channel Marketing, Commercial Finance, Sales VP's/Sales Leaders.	

WHAT TO DO

"PLAN"

Customer Growth Plan

Suggested sequence and way of working

	What needs to happen	Who should participate	Format and approximate duration
5	Build out the 12 month Activity Plan and Engagement Paths. - Breakdown the activities that need to start taking place against each strategic pillar including Selling the Plan and agreeing terms. - Support these with an Engagement Path that breaks down the sequence of conversations that must take place. - Add the future forecast to The Landscape.	- Customer Leaders with input and sense check from Category/Channel Marketing.	- Desk work (120 mins).
6	Outline the Joint Commercial Agreement (Terms) to support the plan. - Capture the proposed terms and key metrics (ensuring that there's a measurement method against which to review achievement at the year end). - Share and sign off.	- Customer Leaders with input and sense check from Category/Channel Marketing, Commercial Finance. - Customer Leaders with Sales VP's.	- Desk work (120 mins). - Meeting (60 mins).
7	Socialize and review Growth Plans for strategically important customers.	- Customer Leaders, Leadership Team.	- Meeting (30 mins per cust).

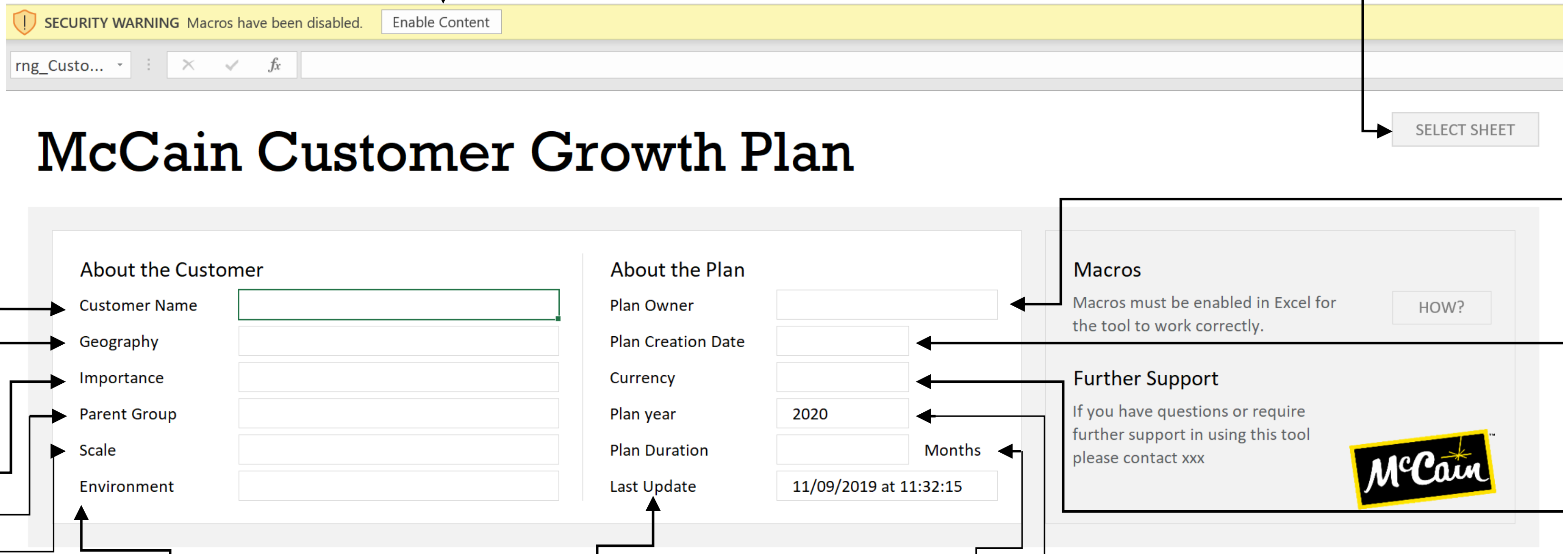
WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – The Intro Tab

- Click on "Enable Content" to access and populate the tool.
- To move to the Landscape Sheet or other tabs use the "Select Sheet" drop down.



- Insert the Customer Name e.g. Burger King.
- Insert the Geography covered by this plan e.g. a national market – USA, a region – Americas or Global.
- Insert the strategic importance of the Customer e.g. Big 3 or Top 50.
- Insert the name of the Customer's parent group if there is one e.g. RBI.
- Insert the Parent Group's total business turnover in bn.
- Insert the name of the Environment that this customer operate in using the Environment definitions shown in the Appendix.
- This date will change automatically to show when the plan was last accessed and updated.
- Insert the duration of the plan which as a default should be 36 months.
- Insert the year that the Plan will start e.g. F21.
- Insert your name as the Customer Leader responsible for the development and delivery of the Growth Plan.
- Insert the original date that the Plan was initially created.
- Insert the currency that the Plan will be created in e.g. US Dollars.

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 1: The Landscape
(Customer Performance and Financials)

Tab 1 sets the context against which to develop a growth plan. It provides a summary of the 7C's Customer performance and McCain's (Company) performance in the Customer leading to clarification of the McCain jobs to be done.

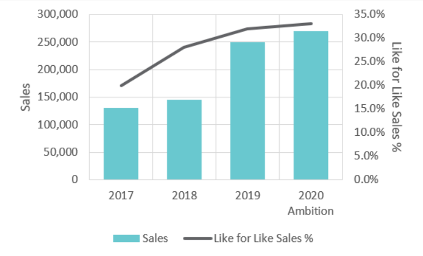
- Capture how the Customer has been performing and their ambition for 2020/2021.
  - **Top tips:**
    - Consider and compare the Customer's growth levels in relation to McCain's performance in the customer. Are we under/over performing? Why?
    - Think about the drivers/pressures on the Customer's profit.
    - Are they opening/closing outlets? How is their estate changing?
    - What are the implications for the Customer's strategy and McCain in the Customer?

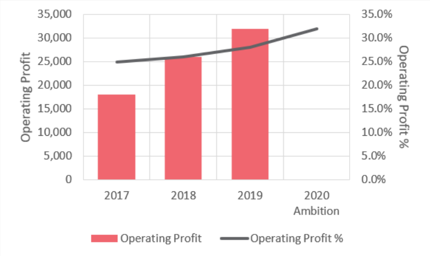
Customer Performance and Financials

Published Accounts

	2017	2018	2019	2020 Ambition	CAGR
Sales	130,000	145,000	250,000	270,000	20.0%
Like for Like Sales %	20.0%	28.0%	32.0%	33.0%	13.3%
Operating Profit	18,000	26,000	32,000		0.0%
Operating Profit %	25.0%	26.0%	28.0%	32.0%	6.4%
Number of Outlets					0.0%

Commentary





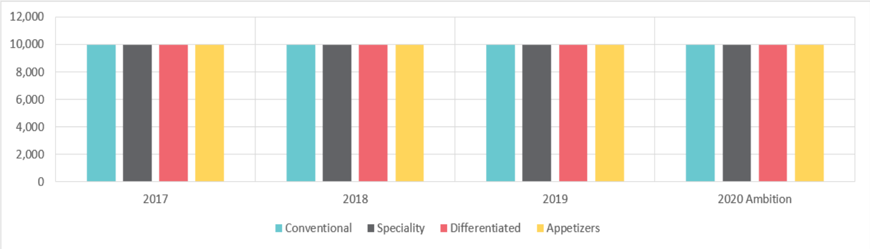
- Capture your observations and insights about "why" the Customer is performing as they are.

- Capture the Customer's TOTAL value spend on our categories i.e. not just what the value they buy from McCain.
  - **Top tips:**
    - How does the Customer's spend reflect their strategy and the Consumer trends they are looking to leverage?
    - Are they spending ahead/behind the category growth levels in their environment?
    - Think about McCain's share of the Customer's spend. How much more is there to go after and in which product group?

Category Revenue / Purchases

	2017	2018	2019	2020 Ambition	CAGR
Conventional	10,000	10,000	10,000	10,000	0.0%
Speciality	10,000	10,000	10,000	10,000	0.0%
Differentiated	10,000	10,000	10,000	10,000	0.0%
Appetizers	10,000	10,000	10,000	10,000	0.0%

Commentary



- Capture your observations and insights about "why" the Customer is participating in the Categories as they are.

WHAT TO DO

"PLAN"

Customer Growth Plan

How to complete the tool – Tab 1: The Landscape
(Customer Performance and Financials)

- Capture details of the how the Customer operates and which metric this impacts on **e.g.**

  OOH:
  - Franchise driven outlet growth – Revenue, Marketing Income.
  - Systemized BOH, limited menu – Cost control.
  - CPU (central production units) /Dark Kitchens for delivery – Cost control.

  RTMkt:
  - Servicing volume contracts – Fixed cost coverage.
  - Ecommerce – Cost control.

  IH:
  - EDLC (everyday low costs) – Cost control.
  - EDLP (everyday low price) – Revenue driven by footfall.
  - Hi_Lo – Revenue driven by footfall.
  - Dark stores for delivery – Cost control.
  - **Top tips:**
    - Think about how the Customer is evolving their business model to address their Customers changing needs.

Customer's Business Model and Metrics

	Metric

- Capture what we know about the short and medium term commercial challenges that the Customer is facing and which metrics this is negatively impacting.

- Use the drop down menu to select the criteria that best describes the challenge e.g. a Menu challenge could be BOH if it's creating operational disruption impacting costs or, FOH if it's how to effectively communicate a new proposition impacting revenue or rate of sale.
  An example of an IH Customer challenge might be the underperformance of the Convenience Store estate vs. the market which would be a Banner/Fascia challenge impacting revenue and profit.
- Describe the challenge faced by the Customer and add their metrics being impacted.
  - **Top tips:**
    - Use a variety of sources to ensure you have as full a perspective as possible. A Customer's challenge maybe an opportunity for McCain.

Customer's Commercial Challenges and Metrics

Description		Metric
Back of House		
Banner / Fascia		

Back of House
Banner / Fascia
Buyer
Category
Channel
Consumers
Corporate
Front of House

How to complete the tool – Tab 1: The Landscape
(Customer Performance and Financials)

- Think about the threats or risks that may impact the Customer over the next 2-3 years. These might be things like:
  - Takeover/merger/consolidation.
  - Losing offer relevancy.
  - Competitors are winning consumer/shopper spend.
  - Levels of investment required in infrastructure.
  - Skills shortage.
  - Escalating costs.
  - Legislation/CSR impacting different food groups/types, environmental factors.
  - Behind/late entry to incorporating technology.
- **Top tips:**
  - Keep these realistic!
  - Consider things like how the Customer's competitors have faced into similar challenges, the financial stability of the Customer and what this might lead to, how well they embrace and adapt to changing Consumer trends, the big macro 7C's trends forecast to impact the market.

Customer's Potential Risks

How to complete the tool – Tab 1: The Landscape
(Customer Performance and Financials)

- Capture the names of the **key** Customer contacts/stakeholders that are **known to McCain today** and their McCain counterpart who owns the relationship.
  - **Top tips:**
    - Go cross functional to capture all key stakeholders e.g. Supply Chain, Culinary/Development Chefs, Marketing, Store Operations, Regional Directors/Managers. We want to ensure that we are broadening and deepening our engagement so it's important to understand the current situation.
    - Capture the most significant influencers on your business.

Key Customer Contacts Known

Name	McCain Relationship Owner	EQ Dashboard
		View
		View
		View
		View
		View
		View
		View
		View
		View
		View

- Capture the names or functions of the key Customer contacts/stakeholders that are **unknown to McCain today** but that are important for us to access in the future. For each individual or function, highlight the name of the intended McCain relationship owner.
  - **Top tips:**
    - Use the known relationships as a starter to identify those functions where we should go deeper/broader to unlock more conversations.
    - Think cross functionally.
    - Try to access a Customer's organisation chart or use something like Linked In to fuel your thinking.

Customer Target Contacts

Name	McCain Intended Relationship Owner

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 1: The Landscape

(McCain Performance in the Customer)

- Capture McCain's performance in the Customer **up to and including your LE (latest estimate) for F20.** This is split out as:
    - McCain's total business.
    - For each product group sold i.e. Conventional, Speciality, Differentiated and Appetizers.
- **Do not** at this point include F21, F22, F23 numbers.
- A few key points on the metrics:
    - Volume = kg.
    - CoS = Cost of sales (cost of goods).
    - Customer share of our business = the value share that this Customer represents to McCain in the geography covered e.g. ((McCain's sales to McDonalds/McCain's total US sales) x 100%).
- Add in your commentary on "why" the performance is as it is.

- **Top tips:**
    - Know your numbers!
    - Compare this against the context of how the Customer is performing as a business and their category spend.
    - Look at the trended performance. Ask what it's telling you and why the trends are heading in a certain direction? What's the correlation between your revenue and spend? Is spend increasing year on year faster than revenue? Is your Investment/kg increasing or decreasing? How is this impacting on your GM? What's the impact of product mix been on your performance? How healthy is the quality of your sale given the ambition for profitable topline growth?
    - The analysis and interpretation of your financials will provide a lot of the "so what" thinking that will influence your forward growth plan.

- Repeat this for each product group.

McCain Performance in the Customer

Total Business

Total	F17	F18	F19	F20	F21AOC	F21LE	F22	F23	YOY	YOY %
Volume	182,143	181,334	178,299	172,850	181,112	179,396			6,546	3.8%
GSV	342,372	348,740	370,270	365,442	389,950	384,399			18,957	5.2%
GSV/kg	1.88	1.92	2.08	2.11	2.15	2.14	0.00	0.00	0.03	1.3%
Investment	105,606	107,661	120,208	111,915	119,949	118,687			6,772	6.1%
Investment/kg	0.58	0.59	0.67	0.65	0.66	0.66	0.00	0.00	0.01	2.2%
NSV	236,766	241,079	250,062	253,527	270,456	265,712			12,185	4.8%
NSV/kg	1.30	1.33	1.40	1.47	1.49	1.48	0.00	0.00	0.01	1.0%
CoS	149,714	155,703	157,221	161,410	170,524	167,933			6,523	4.0%
CoS/kg	0.82	0.86	0.88	0.93	0.94	0.94	0.00	0.00	0.00	0.2%
GM	87,052	85,376	92,841	92,117	99,931	97,778			5,661	6.1%
GM/kg	0.48	0.47	0.52	0.53	0.55	0.55	0.00	0.00	0.01	2.3%
GM%	36.8%	35.4%	37.1%	36.3%	36.9%	36.8%	0.0%	0.0%	0.5%	1.3%
Customer Share of Our Business	30.0%	40.0%	45.0%	48.0%	50.0%	55.0%			7.0%	14.6%

Commentary

Done

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 1: The Landscape

(McCain Performance in the Customer)

- Capture where and how our investment is being allocated in the Customer **up to the LE for F20** i.e. go more granular than the total investment line captured previously.
  - **Top tips:**
    - Not all of the potential investment pots will be being used so only capture those that are relevant. Insert a "0" in those not being used.
    - Are we investing in driving good behaviour by the customer e.g. incentivising them for full loads and faster payment which benefit both businesses?
    - Are we increasing spend in areas like Temporary Promotional Reductions (TPR) and therefore buying a lot of our volume and educating Shoppers to only buy on deal? How does this reflect the Customer's Strategy?
    - How has the shape of our investment changed? Why has it changed? Have we actively driven this or been responding to the Customer's needs? How has this impacted on the health of our overall business?
    - This is your business – what would you look to change and how could this be a win-win for the Customer and McCain?

Investments

Total	F17	F18	F19	F20	F21AOC	F21LE	F22	F23	YOY	YOY %
Volume	182,143	181,334	178,299	172,850	181,112	179,396	0	0	6,546	3.8%
LTRA	25,546	32,687	41,189	41,003	41,505	45,273			4,270	10.4%
LTRA/kg	0.14	0.18	0.23	0.24	0.23	0.25	0.00	0.00	0.02	6.4%
LTCP OI	13,385	14,350	14,332	17,571	19,877	15,998			-1,573	-9.0%
LTCP OI/kg	0.07	0.08	0.08	0.10	0.11	0.09	0.00	0.00	-0.01	-12.3%
TPR	43,294	36,551	39,700	29,185	32,016	31,250			2,065	7.1%
TPR/kg	0.24	0.20	0.22	0.17	0.18	0.17	0.00	0.00	0.01	3.2%
AA	2,064	3,694	3,585	3,151	2,957	3,612			461	14.6%
AA/kg	0.01	0.02	0.02	0.02	0.02	0.02	0.00	0.00	0.00	10.4%
MKTG	3,342	2,006	3,228	3,441	3,324	3,368			-73	-2.1%
MKTG/kg	0.02	0.01	0.02	0.02	0.02	0.02	0.00	0.00	0.00	-5.7%
COUPONS	3,315	2,879	1,304	1,008	3,138	3,065			2,057	204.1%
COUPONS/kg	0.02	0.02	0.01	0.01	0.02	0.02	0.00	0.00	0.01	193.0%
TRUCK	2,563	2,557	2,648	2,630	2,872	2,771			141	5.4%
TRUCK/kg	0.01	0.01	0.01	0.02	0.02	0.02	0.00	0.00	0.00	1.5%
CASH	157	159	95	71	79	71			0	0.0%
CASH/kg	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-3.6%
Inv	105,606	107,661	120,208	111,915	119,494	118,687			6,772	6.1%
Inv/kg	0.58	0.59	0.67	0.65	0.66	0.66	0.00	0.00	0.01	2.2%

INVESTMENT TERMINOLOGY

LTRA	Long Term Reduction Allowance	COUPONS	Coupon Activity - Redemptions
LTCP OI	Long Term Customer Programme Off Invoice	TRUCK	Full Truck Load Incentive
TPR	Temporary Promotional Reduction	CASH	Payment Terms Incentive
AA	Advertising Allowance	INV	Total Investment (should be the same as the Investment Line on the Total Business Overview)
MKTG	Marketing Allowance		

WHAT TO DO

"PLAN"

Customer Growth Plan

How to complete the tool – Tab 1: The Landscape

(McCain Performance in the Customer)

- For each Product Group capture the Top 10 Product Sku's listed in the Customer based on Volume (kg) over the last 12 month period. Against each one identify:
    - The number of outlets this can be found in.
    - The weighted value distribution (for IH customers use external data sources and for OOH/RTMkt customers take a best view e.g. the product might only be in half the number of outlets (50%) but these provide most of the Customer revenue (85%).
    - Volume (kg).
    - NSV (same currency as the plan).
    - Investment (same currency as the plan, if known by sku).
    - The volume, value and investment behind the rest of that Product Group.
  - **Top tips:**
    - Look at the shape of the business by Product Group vs. the purchases of the Customer for the same Product Group. Does McCain have at least fair share? Where can profitable growth come from?
    - How does this impact on the shape of the total business? Is there over investment in Product Groups or Sku's with lower than average profitability? How could the mix be improved?
    - Are there noticeable gaps Listings and/or Distribution that should be addressed?
- Repeat this for each product group.

Top 10 Listings - Conventional *Values for last 12 months*

Listings	Absolute Distribution	Weighted Distribution	Volume	Net Sales	Investment	Investment % of Net Sales
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
						0.0%
All Other Conventional Total						0.0%
Total				0	0	0.0%

- Identify how and where the Customer sources product e.g. most IH Customers will Purchase Through and get Supply directly from the McCain. Big OOH Customers may be the same as IH, or they may use a combination of McCain and a Route To Market/Distributor as their supply "wheels".
- This helps us to keep track of the relationship between End Users and Route To Market.

Customer Approach to Sourcing

Purchased Through	Supplied By

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 1: The Landscape
(McCain Performance in the Customer)

- Scanning across all of McCain's current Product Categories, identify products that the Customer currently sources from a competitive supplier and translate this into potential NSV for McCain.
    - Identify the name of the current competitive supplier e.g. Lamb Weston.
    - The description of the product being supplied.
    - A best view on the full year volume being supplied in kg.
    - A best view on the full year purchase value i.e. the value of the customer's purchases against that product.
    - The full year value potential for McCain to win that business.
  - **Top tips:**
    - Use your 7C's (Competitor) knowledge to help build this picture.
    - Unlock your growth mindset to think about how that business could be won.

McCain Competitive Landscape (Top 10 Potential Products)

Name	Product	Estimated Volume	Estimated Value	Potential to McCain

- Look back at the relationship McCain have with the Customer and the current health of the business to identify the significant "breakthroughs" and "breakdowns". Capture the learnings from these rather than describing what they were so that they become considerations of how to and how not to go about unlocking future growth. For example, you may have found a successful route in to influencing menu development and feel that this can be codified for the future or, that influencing space, range and distribution can be successfully influenced by co-creating planograms or, the decision to successfully win new business is helped by getting the customer technical and supply chain team to a factory.
  - **Top tips:**
    - What would you do again because it helped you to be successful?
    - What would you do differently because it would lead to success next time around?

Breakthrough Learnings

Breakdown Learnings

WHAT TO DO

"PLAN"

Customer Growth Plan

How to complete the tool – Tab 1: The Landscape

(McCain Performance in the Customer)

- Reflecting on "so what for McCain" from The Landscape inputs, identify the Future Jobs to be Done (JtbD) in the Customer across different Product Groups that will unlock profitable topline growth.
- Familiarize with the different descriptions of Jobs to be Done shown here.
- Use the drop down menu to select the type of Job to be Done and against each one insert a description of the growth opportunity to be pursued in the Customer. These should reflect opportunities to:
  - Help grow the category and therefore market share, and/or win market share currently held by competitors.
  - Improve the health of McCain's business in the Customer.
  - Improve full profit (for the Customer and McCain) base rate of sale.
  - **Top tips:**
    - Look back at the answers to some of the questions asked about the health of the business to guide your thinking.
    - What "wins" can you actively go after that are not sourced by the Customer from McCain even if this may be a medium term game?
    - The Jobs to be Done can be solved for in the plan over different periods of time so don't be constrained by thinking about the next 12 months.
    - It's possible to have different Jobs to be Done within the same Product Group e.g. you may need to fix profitability on a core Conventional Sku whilst also looking to Win more of a different one.

Future Jobs to be Done - Conventional

Job to be Done	Description	Size of Prize
Improve Profitability		100,000
		12,000
		80,000
		192,000

Win New
Win More
Grow Existing
Win Again
Improve Profitability

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

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 1a: The EQ Dashboard

Tab 1a provides a picture of our key customer contacts and relationship with them. It helps to shape an engagement plan and how we engage with these contacts to further build the relationship.

- Complete Tab 1a for the key, influential contacts identified in Tab 1 where McCain has some sort of relationship. The names of the Customer Contact and McCain Relationship owner will auto update from Tab 1.
- Start by identifying the current relationship status through the eyes of the Customer.
  - Use the status list shown:
    - Read the statements and select the level that best reflects todays relationship.
    - Insert a "X" against the relevant level.
    - Identify the "Goal" level i.e. where you want the relationship to move to.
    - Insert a "X" against the Goal level.

Customer Contact	Contact 2
McCain Relationship Owner	Owner 2

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

Relationship Status and Goal

	Today	Goal
Trust		
Respect		X
Acceptance	X	
Understand		
Acknowledgement		

5 **TRUST**
- Trusts you to do the right thing.
- Believes you have their interest at heart.

4 **RESPECT**
- Respects you personally and the value you bring.
- You have a high level of personal credibility leading to your input being often sought.

3 **ACCEPTANCE**
- Accepts you and believes in the propositions that you are bringing.
- Accepts your role and sees the some of the value you add.

2 **UNDERSTAND**
- Knows about the work you're doing.
- Infrequent engagement, but occasionally takes value from information shared.

1 **ACKNOWLEDGEMENT**
- Says "hello" and recognises you.
- Receives information – probably doesn't read/ absorb.

- **Top tips:**
  - Be honest!
  - Step in to the customer's shoes to take a reality check.
  - Building powerful relationships takes work. The gap between Today and the Goal will require a plan of action which will be picked up later in the Growth Plan.

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 1a: The EQ Dashboard

- Give an indication of the Customer Contact's personal style using Insights Discovery "Colour Energies".
- This helps the McCain contacts to adjust their personal style to meet the style preferences of the Customer contact which will help to strengthen the relationship.
- Use your personal knowledge of Insights Discovery if you have completed a profile to form a picture and add to it with observations of the individual.
- If you haven't completed a profile, use the descriptions shown and Top Tips to get a first view and ask others who know the individual to get more points of view.
- Insert a best view of colour preferences and rank them from 1 = Highest preference to 4 = Least preference.

Personal Styles

Cool	Fiery
1	2
3	4
Earth	Sunshine

- **Top tips:**
  - Look for verbal and non-verbal clues in every intervention you have with this contact to keep forming a view e.g. Cool Blue typically like a lot of data and detail, Earth Green like to talk things through, Sunshine Yellow want a big inspiring idea that they can visualize, Fiery Red typically want a simple one page with the key bullets.
  - Are they quite outgoing and offer information voluntarily (Red/Yellow) or more private and ask more than they give (Blue/Green)?
  - Do they make decisions based on facts and data (Blue/Red) or more on instinct and gut feel because it "feel's right" (Yellow/Green)?
  - Remember that people have all 4 colour energies to some extent.

Customer Contact	Contact 2
McCain Relationship Owner	Owner 2

Relationship Status and Goal

	Today	Goal
Trust		
Respect		
Acceptance		
Understand		
Acknowledgement		

Personal Styles

Cool	Fiery
Earth	Sunshine

Information Preference

Visual	
Auditory	
Kinaesthetic	

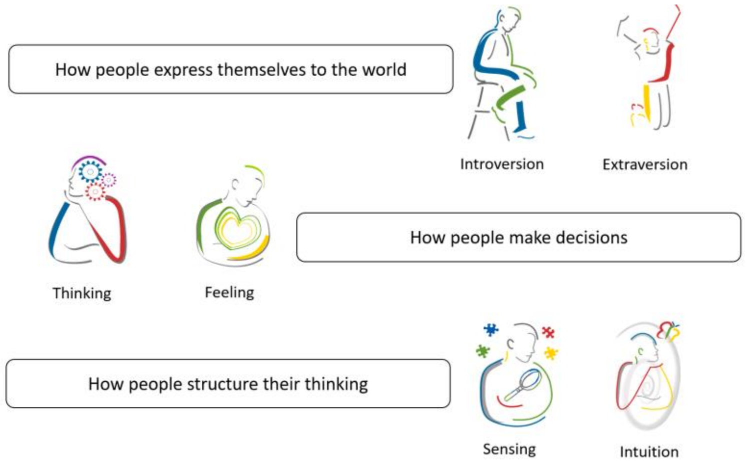
Social / Hobbies

Emotional Triggers - the 'Why'

Interface with McCain

Mentor	
Ally	
Gatekeeper	
Challenger	

Engagement Implications and approach



WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 1a: The EQ Dashboard

- Complement the personal styles with a view on information preferences which can then be factored into McCain communication from any stakeholder.
- There are 3 preferences:
  - VISUAL – Like to SEE information.
  - AUDIO – Like to HEAR information.
  - KINESTHETIC – Like information delivered in an EXPERENTIAL way.
- Reflect on your interactions with the individual so far to look for clues.
  - Use the Clues shown starting with the **language** that the person tends to use. The words/phrases given here are not a complete list, just examples. When you last talked to this person about a new idea, how did they respond?
    - "I look forward to seeing that…" – VISUAL.
    - "I look forward to hearing more about it …" – AUDIO.
    - "Let's get in the kitchen and bounce it around…" – KINESTHETIC.
  - Secondly think about how they **interact and communicate** with you. Do they
    - Prefer to meet face to face? – VISUAL.
    - Prefer to talk on the phone, with you often? – AUDIO.
    - Prefer to get together in varying locations/environments? – KINESTHETIC.
  - Insert a "X" against the most appropriate preference.
    - **Top tips:**
      - Continue to look for clues in every interaction.
      - Know your own preference. This will be your natural default and you may need to adapt.

Information Preference	
Visual	X
Auditory	
Kinaesthetic	

Customer Contact	Contact 2
McCain Relationship Owner	Owner 2

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

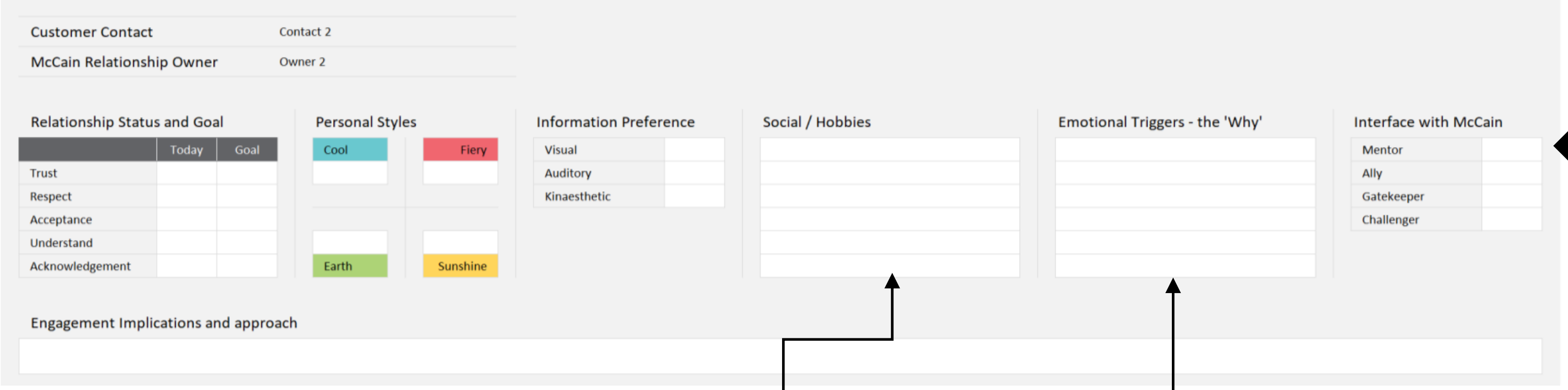
	Clues	VISUAL	AUDIO	KINESTHETIC
What they do	Going somewhere new.	Look at a map.	Ask for directions.	Follow sense of direction.
	Teaching something new.	Write instructions down.	Give a verbal explanation.	Demonstrate first and then let them have a go.
	Significant purchases	Read reviews in newspapers and magazines.	Discuss what I need with friends/experts.	"Test-drive" different options.
	Choosing food off a menu.	Imagine what the food will look like.	Talk through the options in my head or with someone.	Imagine what the food will taste like.
	Contacting a new person.	Arrange a face-to-face meeting.	Talk to them on the telephone.	Try to get together whilst doing something else (store visit, coffee).
What they say	Language used in conversation	• See • Looks • Appear • View • Show me • Reveal • Get the picture?	• Can you hear • That sounds good • Listen • Tune in • All ears • That rings a bell • How does that sound?	• See • Feel • Touch • Grasp • Get a hold of • Slips through • Let's bounce this around • Tap into • Kick this about

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 1a: The EQ Dashboard



- Not all contacts play a positive influencing role in the Customer so it's important that we identify the role that people play.
- Being clear on this means we can work with it an/or have an engagement plan to try and work on moving those relationships to be positive.
- There are 4 key roles:
  - MENTOR – positively guides and supports the relationship.
  - ALLY – speaks positively and recommends McCain.
  - GATEKEEPER – decides whether to open or shut doors for McCain.
  - CHALLENGER – pushes back on McCain people and suggestions.
    - Insert an "x" against the role played by this contact in the relationship with McCain.

Interface with McCain

Mentor	
Ally	
Gatekeeper	X
Challenger	

- **Top tips:**
  - Nurture the relationship with Mentors and Allies.
  - Work to understand why the Gatekeepers and Challengers are taking this position and leverage the team to positively move the relationship.

- Customer contacts are human beings with a life out of work. Are you connecting with them on a human level as well as a professional one?
- People with lead Fiery Red/Sunshine Yellow preferences are likely to be more willing to volunteer information about their hobbies, family, interests etc. Those with Cool Blue/Earth Green preferences will do so willingly when the relationship is at Level 3 (Acceptance).
- Capture what you know and be as detailed as possible e.g. rather than "has a son", "enjoys watching his son Tom play baseball and coaches the team".
  - **Top tips:**
    - Giving generously some information about yourself will most likely trigger getting something back.
    - Be genuinely interested.
    - In conversation refer to previous conversations to fuel even more conversations e.g. "last time I saw you your son's baseball team were about to … how did it go?"

- Everyone has personal motivations for why they do what they do. Are we working with their motivation and emotional drivers rather than the more rational ones?
- What do we know about the emotional motivations of this Contact? For example, are they
  - Motivated by ambition?
  - Motivated by winning or by a big size of prize?
  - Motivated by pressure?
  - Motivated by a team achievement rather than a personal one?
- Capture what you believe to be their emotional motivations.
  - **Top tips:**
    - Use questions to explore this area if you have knowledge gaps e.g. "what was so great about your son's baseball team winning their league?" "what do you personally get out of coaching your son's baseball team?"
    - Keep it conversational.

MWOW The McCain Way of Winning with Customers

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 2: Strategy Alignment

Tab 2 is where we explore and identify the areas of natural fit or alignment between the Customer's ambition, needs, opportunities, challenges and McCain's strategic priorities so that both achieve commercial benefit.

- The start point is a deep understanding of the Customer's challenges (i.e. accessing Customer intelligence from the 7C's).
- Start with their BUSINESS/CORPORATE CHALLENGES which may include geographic/format/day part expansion, mix, acquisition/disposals, brand development, cash generation, CSR – waste, plastic/packaging, health etc.
- Allocate them against GROWTH (revenue drivers), EFFICIENCY (cost drivers) or ENGAGEMENT (experiential drivers).
- Identify the metric the customer is looking to influence and the target they've allocated.

  - **Top tips:**
    - Be resourceful and creative in how you form this picture of the Customer – use published materials, talk to the full team who interact with them to find out what they're hearing, talk to key contacts in the Customer, read the financial press, set up Google alerts so notifications and articles are pushed to you when they go live, get in outlets and talk to staff, eat in them, subscribe to their loyalty programs and so-on. Be Customer curious.

Customer Commercial Challenges - Business / Corporate

Growth	Metric	Target
Grow sales ahead of the market	Revenue	3%
Grow average spend per visit		

Efficiency	Metric	Target
Reduce operational costs across all outlets	Costs	5%

Engagement	Metric	Target
CSR commitment to reduce plastics	Engagement	

MWOW The McCain Way of Winning with Customers

WHAT TO DO

"PLAN"

Customer Growth Plan

How to complete the tool – Tab 2: Strategy Alignment

- Adopt the principles and structure used for the Customer's overall business and capture the team's collective understanding of their:
  - Operational challenges, and the,
  - Professional challenges of key contacts (particularly those identified in Tab 1a).
- OPERATIONAL CHALLENGES will cascade down from the Business/Corporate challenges and may include things like outlet replenishment, availability, staff retention, compliance to order lists/dish construction/selling priorities, engagement in new product knowledge, data input, menu changes, outlet communication to staff/shoppers. They are more likely to be related to Efficiency or Engagement.

Customer Commercial Challenges - Operational

Growth	Metric	Target	Efficiency	Metric	Target	Engagement	Metric	Target

- PERSONAL CHALLENGES will be a function of what the individuals are being asked to deliver as their contribution to overcoming the Business and Operational challenges. Essentially, it's their personal targets and may include things like cost reduction, margin improvement, share of trade, increased average (shopper) transaction/order value, outlet recruitment etc.

Customer Commercial Challenges - Personal to McCain's Key Contacts

Growth	Metric	Target	Efficiency	Metric	Target	Engagement	Metric	Target

  - **Top tips:**
    - If the relationship is at Acceptance level or above, have a conversation with your key contacts about their targets and think about how the Growth Plan helps them to be successful.

How to complete the tool – Tab 2: Strategy Alignment

- McCain's priority strategies will be set by the Leadership Team and will be a combination of Global and Market/Local e.g. Win in Delivery, Develop Appetizers and so-on.
- As part of the Market/Local forward strategy there may be specific requirements on key customers e.g. Address total Customer profitability.
- As part of a Regional or Global Customer Strategy there may be specific requirements e.g. Drive LTO's.
- Seek clarity from Sales Leaders and Regional/Global Customer Leaders on the strategies to be inserted here.

McCain Priority Strategies - Global and Local, Customer Specific

Implement Pack Price Architecture on the core
Drive sustainability
Value curve growth through Appetizers
McCain Strategy 4
McCain Strategy 5
McCain Strategy 6
McCain Strategy 7

How to complete the tool – Tab 2: Strategy Alignment

- In this table the Strategy alignment is completed so that the joint opportunities are identified.
- The Customer Challenges will auto fill from the tables completed previously (Note: the sequence in which they fill is a given and cannot be changed).

Joint Opportunities

Customer Challenges	Aligned McCain Strategy	Opportunity / Big Bet	Opportunity Type	Volume KG	McCain Net Sales Value	Customer Size of Prize	Ease to Implement	McCain Investment Required	Investment as % of NSV	Priority
Grow sales ahead of the market	Value curve growth through Appetizers		Category	268,000	325,000	1	1	15,000	4.6%	2
Grow average spend per visit	Value curve growth through Appetizers		Commercial	121,000	50,000	3	2	5,000	10.0%	1
Reduce operational costs across all outlets	Implement Pack Price Architecture on the core		Commercial	100,000	150,000	5	4	10,000	6.7%	3
CSR commitment to reduce plastics	Drive sustainability		Shopper / Outlet	10,000	50,000	8	4	5,000	10.0%	4
			Totals	499,000	575,000	17		35,000	6.1%	

- Using the drop down box, select the most relevant McCain strategy that will support the Customer overcoming their challenge.
- Using the drop down box, select the most relevant descriptor of the opportunity type. This helps as a quick check that you have a balanced plan across multiple opportunity types.
- Capture the volume (kg) and NSV associated with that opportunity for McCain.
- Rank the opportunity in size of prize for the Customer with 1 being the biggest.
- Look at these relative to each other.
- Rank the opportunity in size of prize for the Customer with 1 being the biggest.
- Look at these relative to each other.
- Allocate the investment required against each opportunity ensuring that these are within guidelines.
- Look across all of the opportunities and rank them so that 1 is the highest priority.

Note: *Complete the Opportunity/Big Bet when Tab 3 has been completed. Allocate each joint opportunity against one of the Strategic Pillars.*

How to complete the tool – Tab 2: Strategy Alignment

- The priority joint opportunities identified in the table above will auto fill this table and visually represent the opportunities against a scale of the sizes of prize for the Customer and for McCain.
- The size of prize for the Customer uses the scale of highest to lowest with 1 being the highest.
- As the most significant opportunities theses should be included in the thinking that shapes Tab 3 and the planned activities in Tab 4.

Opportunity Assessment

Top 10 Priority Strategies	McCain Net Sales Value	Customer Size of Prize	Ease to Implement
Grow average spend per visit	50000	3	2
Grow sales ahead of the market	325000	1	1

- Identify the potential risks to McCain business (so that in Tab 4 activities can be incorporated to the growth plan to prevent them from becoming a reality).
- List each of the risks e.g. product delist of X, reduced distribution of Y, contract loss of Z, reduced focus on the category, a stronger stance on healthy eating etc.
- Against each perceived risk, capture:
  - The risk type (using the criteria in the drop down keys).
  - The full year NSV value.
  - A view on the level of investment (if any) required.
  - A description of why the risk exists e.g. planned menu changes, reduced instore space, reformulation/product specs required, outlet closures etc.

McCain Risks in Customer

Risk	Risk Type	Value	McCain Investment Required to Retain	Causal Failures - Why is this a risk?
risk a	Category	100,000	1000	
risk b	Commercial	100,000	1000	
risk c	CPP	100,000	1000	
risk d	Formats	100,000	1000	
risk e	Shopper / Outlet	100,000	1000	
	Totals	500,000	5,000	

- **Top tips:**
  - Think about risks as opportunities to improve on what's there as the current McCain solution and kick start more profitable topline growth.

WHAT TO DO

"PLAN"

Customer Growth Plan

How to complete the tool – Tab 3: Our Vision

Tab 3 captures the 3 year ambition for the shape of the business McCain wants to have with the Customer. It sets the aspiration that the Growth Plan will contribute to achieving and in 3 years time the Customer and McCain will be proud to have achieved because of the profitable topline growth enjoyed by both businesses.

- Capture the financial ambition for McCain i.e. in 3 years time the size and shape of business that you aspire to have with this Customer?
  - **Top tips:**
    - Be ambitious. Open your growth mindset to the art of the possible rather than being constrained by the past or the current situation with the Customer. This should set the context to programme the future relationship between the Customer and McCain.
    - The growth ambition should not be less than the forecast category growth and/or growth ambitions of the Customer.

Ambition for McCain in the Customer

Metric	From	To
Volume	1000000	2000000
Net Sales Value	300000	600000
Gross Margin	200000	400000

- Describe what you believe McCain is famous for within the Customer today and the what you aspire McCain to being famous for in the Customer in 3 years time.
  - **Top tips:**
    - Think about how the Customer would describe the situation today.
    - Have a conversation with key Customer contacts to get their input – do they have a view on what they want you to be famous for in the future?

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

Today	Future

- Describe what the Customer is saying about the relationship and performance of McCain today and what you want them to be saying about McCain in 3 years time.
  - **Top tips:**
    - Think about what you want them to be thinking, feeling and saying about McCain within their business when you're not there.

What do we want the customer to say about McCain?

Today	Future

WHAT TO DO

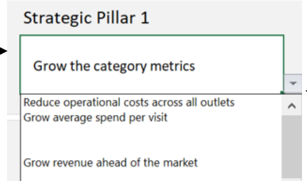
"PLAN"

Customer Growth Plan

How to complete the tool – Tab 3: Our Vision

- The commercial ambition auto fills from the previous input.

- Capture the strategic initiatives that must be unlocked to achieve the 3 year commercial and qualitative ambition that you've identified.
- These must be of strategic importance and deliver benefit to both businesses i.e. aligned to meeting the Customer's needs (accessing opportunities or resolving their challenges) and a driver of profitable topline growth for McCain incorporating the Jobs to be Done identified in Tab 1.
- Each one will then be broken down into different activities in Tab 4.
- The drop downs will pull through the biggest opportunities identified in Tab 2 (Strategic Alignment) and you can either select one of these or, add in free text to provide a better, bigger description of the Strategic Pillar.



- **Top tips:**
  - Think about the Strategic Pillars as a bridge that connects the ambitions of the Customer and McCain which both businesses feel motivated to get behind.
  - The Pillars should be:
    - Big enough that they transcend multiple years.
    - Incorporate the McCain priorities and growth opportunities identified in Tab 2.

- The Enablers allows for the capture of any resources that are or need to be put in place to support achievement of the ambition e.g. 1 day per month of Culinary resource or, development of technical expertise in oven solutions. These should then be discussed with Leadership Teams.
  - **Top tips:**
    - Think about what support is needed from McCain to unlock the growth potential and what the business case would be to get it.

WHAT TO DO

"PLAN"

Customer Growth Plan

How to complete the tool – Tab 4: Activity Planning

Tab 4 is used to breakdown each of the Strategic Pillars from Tab 3 into a sequence of activities to be actioned by the Customer Leaders and other cross functional resource. These are supported by specific Engagement Plans (Tab 4a) which are accessed through the EP + cells.

- This is a **"must do"** activity with Customers for all Growth Plans where there is current business. It is **not applicable** for plans that have been created to penetrate and recruit **NEW TO McCain** customers.
- Break down the process of getting a Customer "yes" to the proposed growth plan and the commercial terms with relevant start and end dates by when the activity should be completed.
- Use the EP + click through to support this with an engagement plan.
- The status will be updated as part of living the plan at a later stage.

1 MUST DO ACTIVITY: Selling the Plan and agreeing terms

EP	#	Activity	Start Date	End Date	Status
+	1				
+	2				
+	3				

ADD HIDE

Use the ADD | HIDE buttons for additional rows or to remove rows.

- **Top tips:**
  - The size, scale, required changes and perceived risk to the Customer of your growth plan will influence how you approach getting agreement. Think about:
    - The sequence – do you discuss it with day to day Commercial contacts first to get their builds and agree the engagement plan if it requires escalation?
    - Timings – what works for the Customer and their business planning? Should McCain be seeding in early thoughts about the plan before the Customer's business planning timings?
    - Team – who should be involved from the McCain cross functional and senior teams? Is a top to top meeting required to discuss a shared Growth Vision?

- The rest of the Strategic Pillars to be broken down into activities will auto fill from Tab 3 (Our Vision). These are the big things to be worked on that will game change growth for the Customer and McCain.
- Break them down into a sequence of activities that incorporate the growth opportunities from Tab 2 (Strategic Alignment) with relevant timings.
- Ensure that there are:
  - Activities that drive achieving the Jobs to be Done identified in Tab 1, and
  - Activities to prevent any of the risks highlighted in Tab 2 becoming a reality.
- The status will be updated as part of living the plan at a later stage.

2 Grow basket spend

EP	#	Activity	Start Date	End Date	Status
+	1				
+	2				
+	3				

ADD HIDE

- **Top tips:**
  - To breakthrough in some of the Strategic Pillars may require work starting now but not see a breakthrough until Year 2. The important thing is to start working on it and not delay.

WHAT TO DO

"PLAN "

Customer Growth Plan

How to complete the tool – Tab 4a: Engagement Pathway

Tab 4a is used to map the sequence and details of the conversations needed to turn the Growth Plan into reality and identify additional opportunities. The Customer Leader is responsible for ensuring the right people are talking about the right things at the right time.

- This data will autofill:
  - The Opportunity is one of the Strategic Pillars in Tab 3.
  - The Activity and Dates will come from Tab 4 where you clicked through to create an Engagement Pathway.
- Against this Activity capture the decision that the Customer needs to make i.e. what are we asking them to say "yes" to from their perspective.
- Insert the name of the person in the Customer who is empowered to make the decision and say "yes" (this may/may not be someone with whom McCain has contact with).

Opportunity

Activity	0
Stat Date	00/01/1900
End Date	00/01/1900
Ultimate Customer Decision	
Who is the Decision Maker	

- To achieve the ultimate decision related to this activity there may be one or more smaller decisions required e.g. the decision to list a new product or to add a new item to a menu involves multiple customer stakeholders who McCain should be influencing directly or indirectly.

- For each of these "lead in" decisions identify:
  - The sequence of decisions that need to be made and influenced.
  - The name of the person(s) in the Customer involved in making that decision.
  - Their role in the decision e.g. decision owner, influencer, challenger.
  - The level of relationship McCain has with them (use Tab 1a descriptions).
  - Who in McCain will make contact and influence this decision.
  - The essence of the communication to be landed by McCain that puts the customer's needs first.
  - The timing of when this needs to happen.
  - The status will be updated as part of living the plan at a later stage.

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

- **Top tips:**
  - Remember to use the full McCain team as required for strategic customers incl. all functions, Presidents, V.P.'s, GCT etc.

How to complete the tool – Tab 5: Joint Commercial Agreement

Tab 5 enables us to keep track of the terms discussion that complements the growth plan, how it evolves from proposal to agreement and the supporting investment package.

- The first part captures the shape of the **proposed** agreement.
- Enter the list of criteria **proposed** to the Customer that supports the growth plan AND the suggested source of measurement e.g.
  - Volume/value share.
  - Volume/value year on year increases.
  - Distribution.
  - New listings.
  - Number of LTO's.
  - Outlet compliance.
  - Menu compliance.
- Add in the details of the **proposed** investment value that is conditional on the customer achieving the criteria and the metrics captured above AND, the timescales over which the agreement applies e.g.
  - £/$k paid on X date subject to Y conditions.

Proposal

Description	From (Metric)	To (Metic)	Actual Achieved

Investment Level

- Throughout the Customer discussions, capture the changes to the metrics so that it's possible to see how they've evolved e.g.
  - Against new listing "x", the customer counter proposed a move from 300 – 375 outlets.

- Insert the base metric i.e. the starting point e.g.
  - 300 outlets.
- Insert the metric and timeframe that the customer **must achieve** to receive the investment levels proposed e.g.
  - 450 outlets (+150 from X date).

- **Top tips:**
  - The Commercial Agreement does not have to be for a 12 month period. Think about some components that could be over a longer term period to create a stronger lock in between the Customer and McCain.
  - Ensure your investment:
    - Is in line with the given Investment Guidelines.
    - Supports achievement of your Jobs to be Done.
    - Supports the core business and innovation.

***Note:** Please ensure that Commercial Agreements are in line with any local legal requirements.*

WHAT TO DO

"PLAN"

Customer Growth Plan

How to complete the tool – Tab 5: Joint Commercial Agreement

- The second part captures details of the **final** agreement.
- Enter the list of criteria **finally agreed** with the Customer that supports the growth plan AND the **agreed** source of measurement.

Agreed

Description	From (Metric)	To (Metic)	Actual Achieved

Investment Level

- As the metrics are achieved throughout the year insert what's **actually** achieved and when.
  - **Top tips:**
    - Keeping on track of this helps to highlight breakthroughs or breakdowns to the customer.
    - It also helps to prevent surprises at the year end and potentially difficult conversations that may be damaging to the relationship.

- Add in:
  - Details of the **agreed** investment value that is conditional on the customer achieving the criteria and the metrics captured above.
  - The **agreed** payment date.

- Insert the **agreed** base metric i.e. the starting point e.g.
  - 300 outlets.
- Insert the agreed metric and time frame that the customer must achieve to receive the investment levels proposed e.g.
  - 475 outlets (+175 from X date).

Note: *Please ensure that Commercial Agreements are in line with any local legal requirements.*

WHAT TO DO

"PLAN"

Customer Growth Plan

Upload your Customer Growth Plan to the shared site

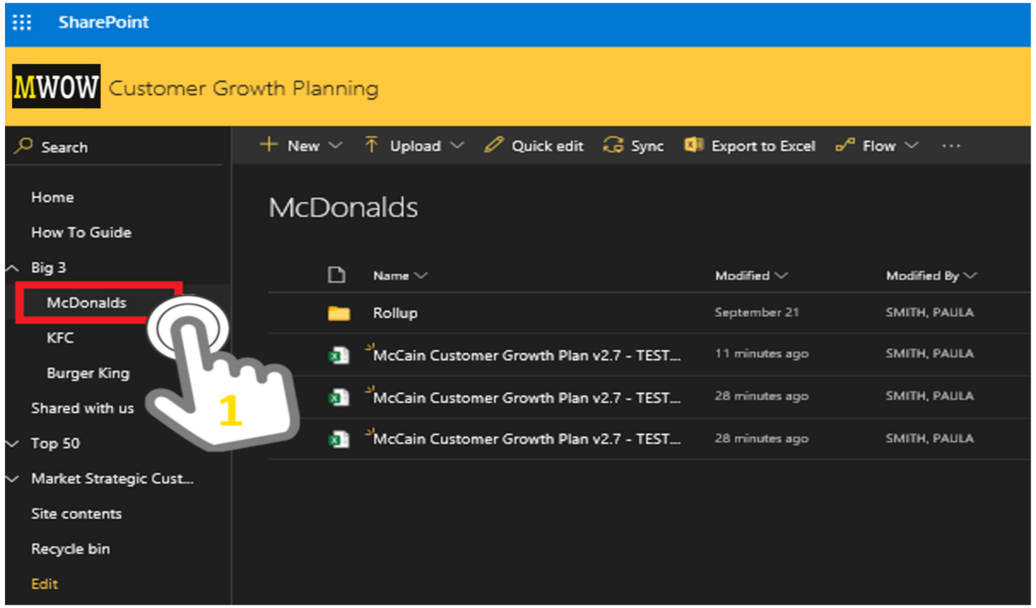
- Growth Plans for strategically important customers (Big 3, Top 50 and the largest customers in a market) will be stored on a shared site. This site provides an area with selective access but will provide visibility of Customer Growth Plans to a relevant audience. It also enables a rolled up reporting where a Customer is serviced in different geographies. It is critical that the most up to date Growth Plan is stored on this site.

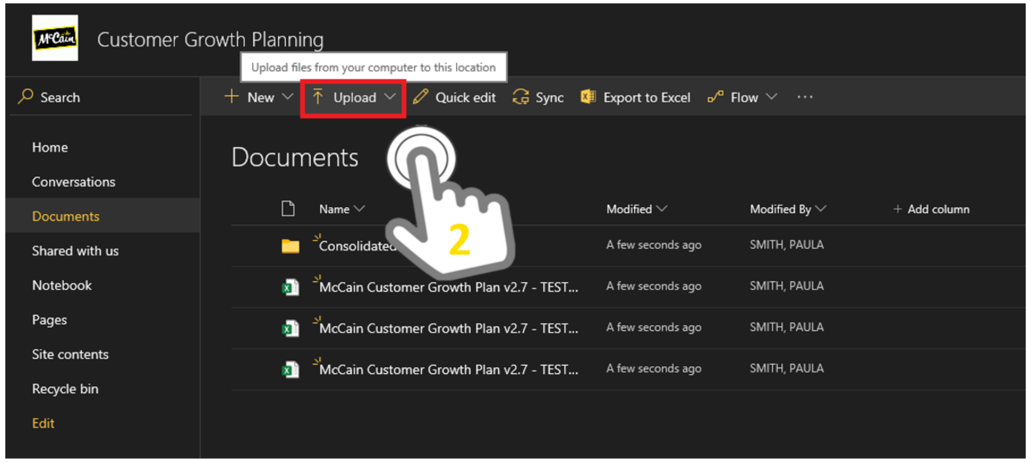
- The site is accessed at

  https://mccaingroup.sharepoint.com/sites/CustomerGrowthPlanning/Shared%20Documents/Forms/AllItems.aspx

- Navigate on the left menu to the name of your Customer and press <return>. This location is where the Growth Plan will be stored along with other's for the same Customer from different markets.

- In your Customer location go to the menu bar > upload and follow the instructions.

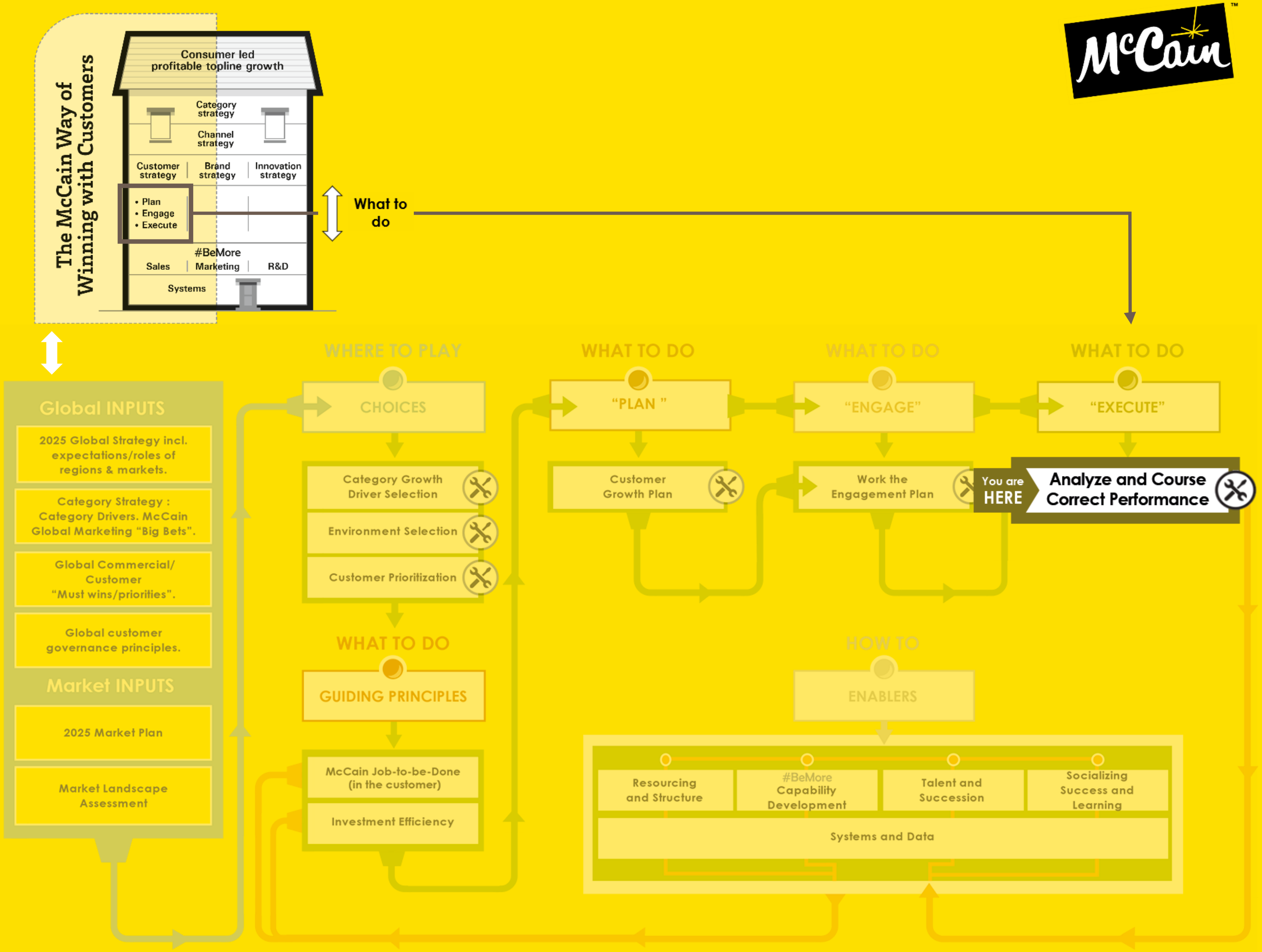




Where we are in the MWOW commercial ecosystem

The **purpose** of the Analyze and Course Correct Performance step is to Review progress against the performance and actions in the plan to trigger corrective actions if required or, take advantage of performance that exceeds expectations.

The **outcome** will be ensuring the conditions are right to ensure success in delivering the Growth Plan and maximizing all other profitable growth opportunities as they arise.



WHAT TO DO

"EXECUTE"

Analyze and Course Correct Performance

Familiarizing with the tool

Customer Growth Plans Reporting Tool (selected customers and McCain users)

The Landscape

IMPORT DATA

Tab 1 – Importing Data

- Customer Growth Plans for **selective customers** e.g. Top 50 will be located on a **central site** with access restrictions/permissions established. The Reporting Tool will then allow a selection of data to be imported
    - Customer e.g. McDonalds
    - Geography e.g. UK, USA, France
- The selected data then collates to show performance (historic, LE, future) and will only be as good as the recency of the inputs and updates in each plan selected. This mainly reflects the "McCain in the customer" performance data in Tab 1 of the Customer Growth Plans.

Future Jobs To Be Done

Customer	Geography	Category	Job To Be Done	Description	Size of Prize
McDonalds	USA	Conventional	Improve Profitability	0	100,000
McDonalds	USA	Speciality	Improve Profitability	0	100,000
McDonalds	USA	Differentiated	Improve Profitability	0	100,000

Tab 2 – Future Jobs To Be Done

- This amalgamates all of the jobs to be done from the selected plans so that e.g. selected VP's will be able to look across Customer plans and see which markets are chasing down what growth opportunities and their value.
- The drop down tabs allow for slicing of the Job to be Done data e.g. we could change from looking at the USA to UK only without having to import additional data or look at Conventional only.

Activities

Customer	Geography	Strategic Priority	#	Activity	Start Date	End Date	Status
McDonalds	USA	MUST DO ACTIVITY: Selling the Plan and agreeing terms	1	Opportunity 1, activity 1	20/03/2019	08/04/2019	
McDonalds	USA	Top 2	1	Opportunity 1, activity 1	20/03/2019	08/04/2019	

Tab 3 – Activities

- This amalgamates all of the activities from the selected plans and their status at that moment in time. This allows McCain stakeholders to get a feel for the level of action and progress against the plans.
- Drop down tabs allow for the slicing of Activity data.

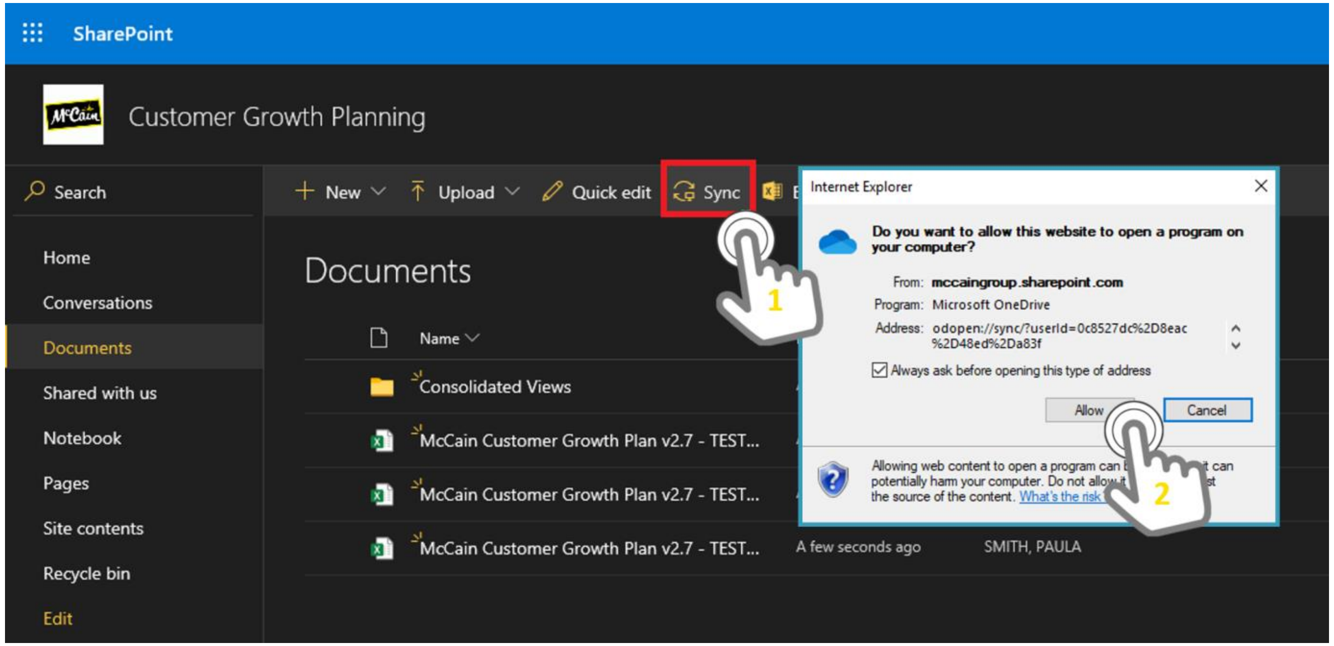
WHAT TO DO

"PLAN"

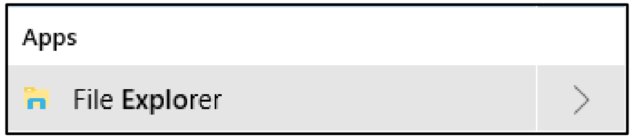
Customer Growth Plan

Selected users will have the ability to consolidate the Growth Plans

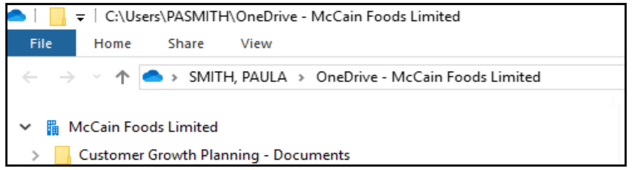
- To access the latest view of the consolidated Growth Plans for the Customer where you have permission you must first sync the library to your One Drive.



- Once you have Sync'd, open Windows Explorer.



- You will see the files in the SharePoint Drive Sync'd to your One Drive account – Syncing is Necessary so you can easily select the files you want to roll up.



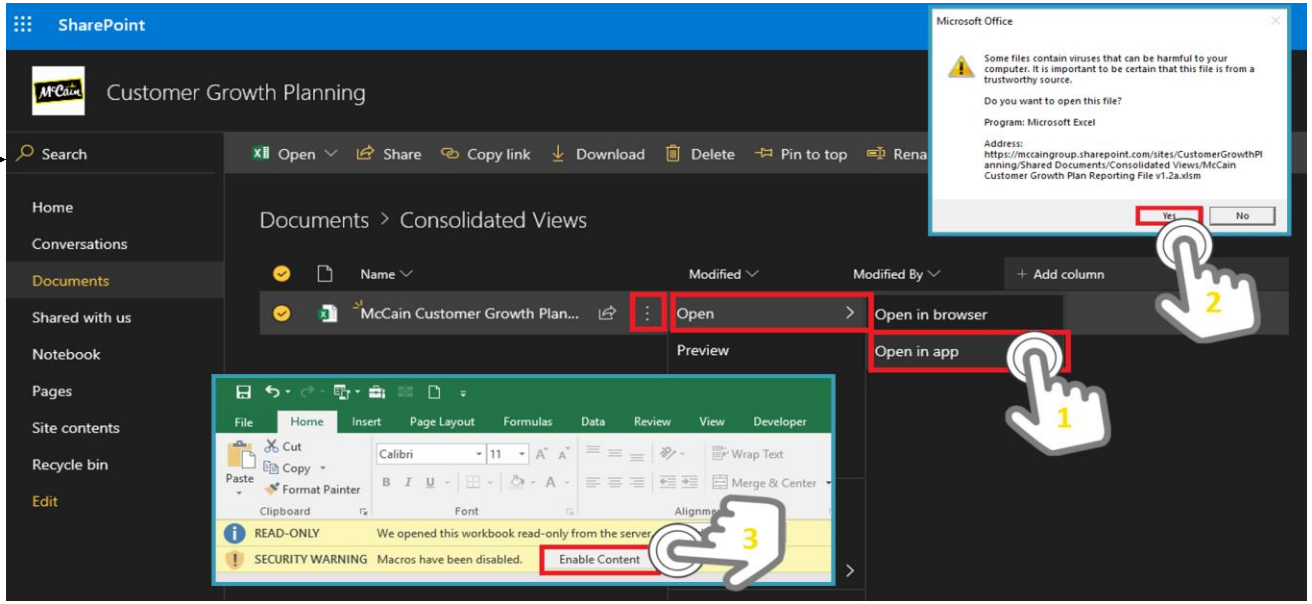
WHAT TO DO

"PLAN "

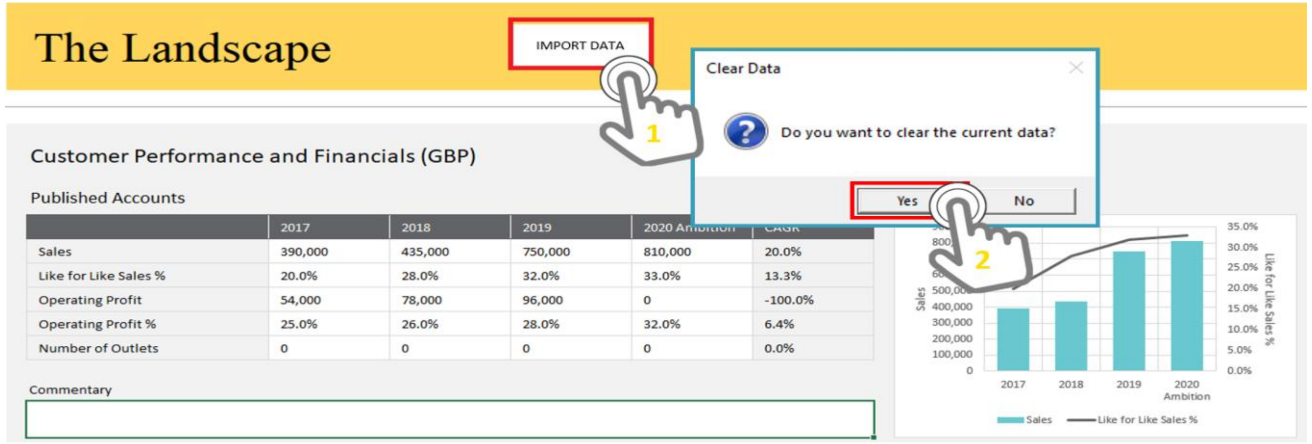
Customer Growth Plan

Selected users will have the ability to consolidate the Growth Plans

- Open the consolidated reporting workbook.



- Click "Import Data".
- Select Yes to Replace or No to add to existing data.



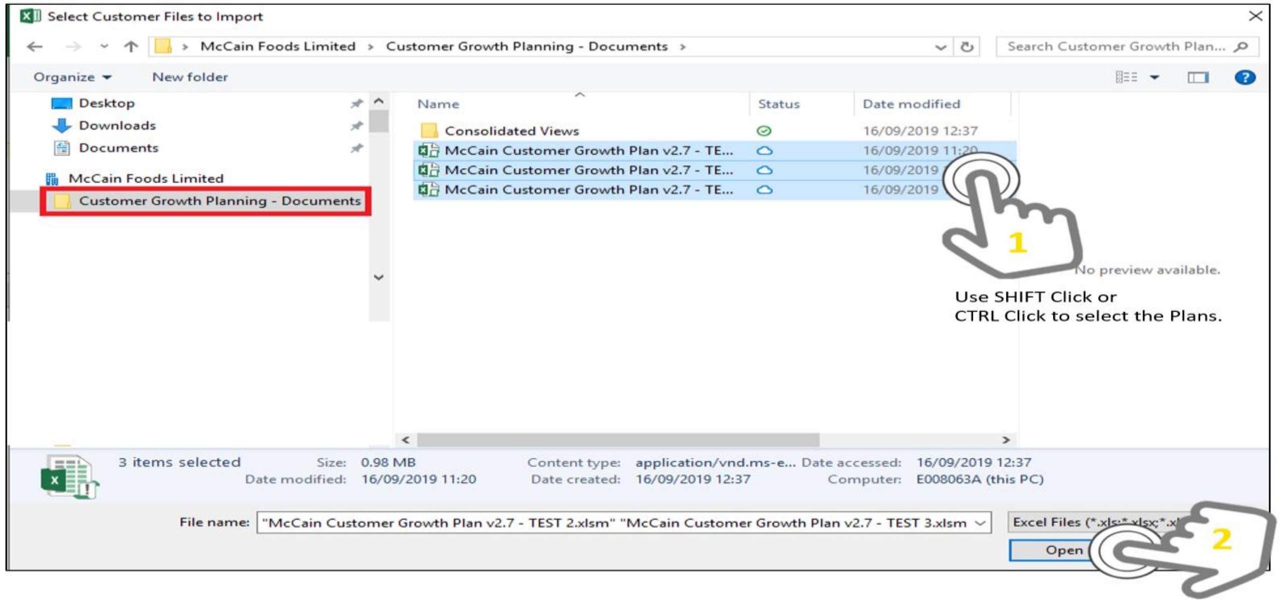
WHAT TO DO

"PLAN "

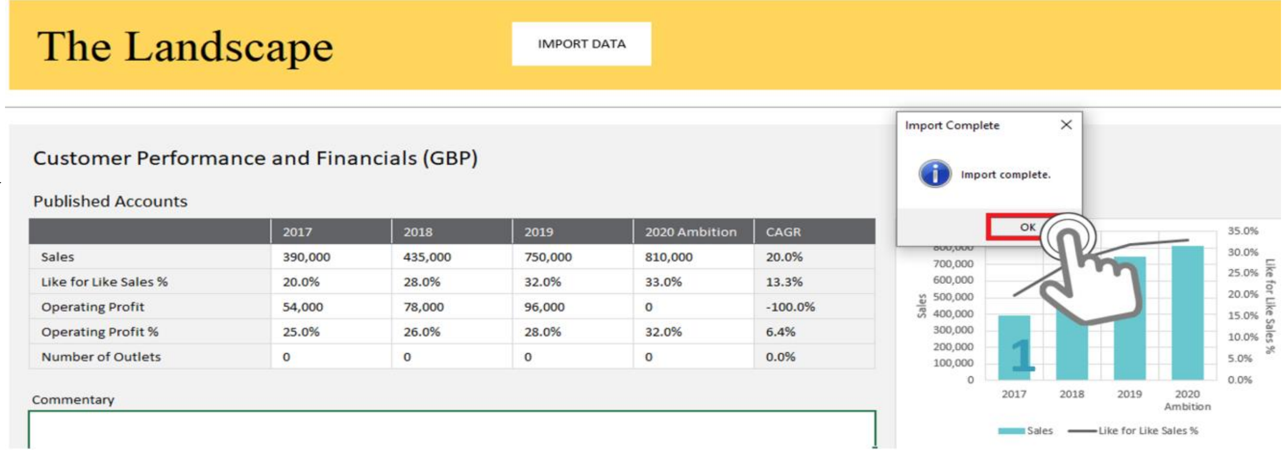
Customer Growth Plan

Selected users will have the ability to consolidate the Growth Plans

- Navigate and select the relevant Growth Plans to consolidate.



- Click the "Ok" button.
- You should now see the updated data from the selected Growth Plans in the open workbook.

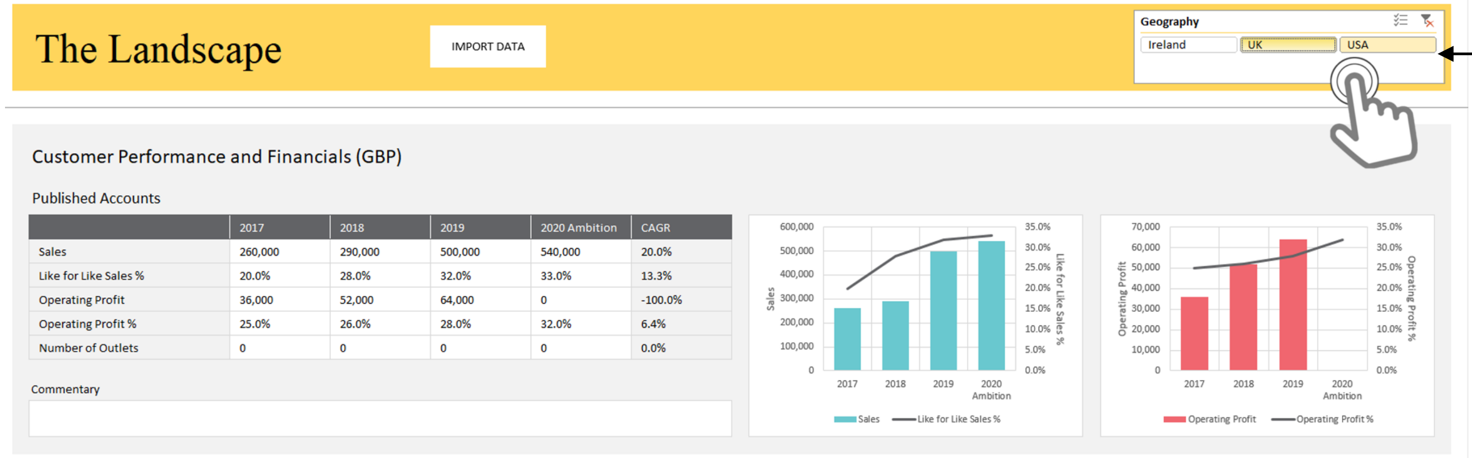


WHAT TO DO

"PLAN "

Customer Growth Plan

Selected users will have the ability to consolidate the Growth Plans



	2017	2018	2019	2020 Ambition	CAGR
Sales	260,000	290,000	500,000	540,000	20.0%
Like for Like Sales %	20.0%	28.0%	32.0%	33.0%	13.3%
Operating Profit	36,000	52,000	64,000	0	-100.0%
Operating Profit %	25.0%	26.0%	28.0%	32.0%	6.4%
Number of Outlets	0	0	0	0	0.0%

- For Growth Plans where multiple geographies have been selected it's possible to filter the data shown on screen.
- All of the geographies will show but to deselect all and move to a different combination as a total or an individual market use the Ctrl function.
- To return to the original geographies selected, click on the "Clear Filter" icon.

Appendix

Defining each environment

Environment Name	Definition	Includes	Features
Accommodation	• Places offering overnight accommodation, with facilities to prepare and serve food and drinks.	• 3, 4, 5* Hotels. • Business/City hotels. • Serviced apartments providing catering. • Vacation - All inclusive tourist resort hotels, holiday parks. • Any other hotel or motel with a kitchen providing catering.	• Different consumption locations, events and occasions e.g. dining room, room service, pool service, functions and banqueting.
Casual Dining Restaurants	• Places supplying moderately priced prepared meals from a menu plus alcoholic/non alcoholic beverages in a relaxed atmosphere.	• Family focussed. • Cuisine specific such as Steakhouses, Gourmet Burgers, Pizza, Pasta, Kilo restaurants.	• **Excludes** fine dining/white table cloths. • May offer menus to reflect time of day e.g. Breakfast or Lunch, daily specials or fixed price. • Sit down, served at the table or buffet, various cuisine styles. • The focus is on food, not drinks. • May offer a delivery service.
Discounters	• Places that offer a broad range of grocery and non-grocery items at the lowest possible prices while maintaining high-quality standards.	• Food discounters. • High Street discounters with a mix of ambient, chilled and/or frozen food offer.	• Significantly lower prices on comparable products. • Offer a limited range of recognised brands and an extensive range of recognised brand lookalikes that are unique to a retailer.
Education - Schools	• Places where people typically up to the age of 16 are educated and provided with at least one meal during their school day.	• Private (fee paying) and Public (non fee paying) schools. • Primary and Secondary schools.	• Meals must meet a defined food standard within a budget. • May be provided free to students. • On-site kitchens, central kitchens/production units or, provision through a contract caterer.

Defining each environment

Environment Name	Definition	Includes	Features
Education – Universities/Higher Education	• Places where people typically aged 16 and over are educated and can access food prepared and/or served on site.	• Private (fee paying) and Public (non fee paying) schools. • Branded franchises or concessions e.g. Starbucks may be on site.	• No defined food standards. • Typically paid for by students. • On-site kitchens, central kitchens/production units or, provision through a contract caterer.
Elderly Care Homes	• Places where the elderly live either individually or collectively and are served, or have access to 3+ meal occasions prepared on site.	• Elderly homes. • Retirement homes. • Meals on wheels.	• Meals must meet a defined food standard within a budget. • Meals may require nutritional fortification or to meet specific dietary and/or medical requirements • People living independently within a “home” can choose to pay for meals on an ad hoc basis. • Family and friends visiting are sometimes welcome to pay for meals and share in mealtimes.
Freezer Centres	• Places specialising in the sale of frozen food for in-home consumption.		• Sell non-frozen goods as part of their offer but the core business remains frozen produce.
Grocery – Convenience & Forecourts/Fuel Stations	• Places with a sales area of less than 3,000 sq. ft, which are open for long hours and sell products from at least seven grocery categories.	• Standalone forecourts/fuel stations with a convenience store offer. • Standalone convenience store without a fuel offer.	• Extended opening hours. • Limited ranges vs. hypermarkets and supermarkets. • The offer may include a deli or “food to go” offer giving people the option to eat now or later.
Grocery – ecommerce	• Internet orders placed with Grocers and online food specialists for home delivery and/or customer collection for in home consumption.		• Product picked in stores and dark stores.

Defining each environment

Environment Name	Definition	Includes	Features
Grocery – Hypermarkets and Supermarkets	• Places with a minimum 3,000 sq. ft. that sell a full range of grocery items and a substantial non-food range for in home consumption.		• Typically a larger shop e.g. for the week.
Healthcare	• Places where people are treated medically or undergo recuperation.	• Private (fee paying) and Public (non fee paying). • Clinics. • On-site visitor, patient and staff feeding. • Branded franchises or concessions e.g. Starbucks may be on site.	• For patients meals may meet a defined food standard within a budget. • On-site kitchens, central kitchens/production units or, provision through a contract caterer.
Local Eateries/Takeaways	• Places that offer limited varieties of food served fast typically with no facilities to eat on site.	• Pizza delivery. • Snack bars. • Kiosks. • Take-aways. • Sandwich shops/Bakery.	• They may have small limited premises or be outdoor (completely or partially), mobile & provide limited services.
Public Sector (On site)	• Places where there is a captive on-site audience to be fed throughout the day.	• Military • Police • Prisons • Detention Centres	• Limited or no access to alternative sources of meals. • Meals prepared within budget constraints. • On-site kitchens, central kitchens/production units or, provision through a contract caterer.
Pubs and Bars	• Places that are dependent on Beverage sales but offer food either over the counter or waitress served, but their focus is on drinks.	• Bars and lounge bars. • Wine bars.	• Menu focusses on the market's most popular dishes.

Defining each environment

Environment Name	Definition	Includes	Features
Quick Service Restaurants (QSRs)	• Places with a food and/or drink offer that can be prepared and served quickly, eaten on or off site.	• Lead food items include Burgers, Chicken, Pizza or Sandwiches. • Lead beverages include Coffee, Tea, Milk Tea. • Local and Global brands.	• Standardised and restricted menu centred on a lead protein or beverage. • Food and drink for immediate consumption. • Served over a counter and paid prior to eating.
Recreation	• Places where visitors undertake some form of activity and eat while they are there.	• Casino. • Cinema. • Exhibition centres. • Leisure centres. • Sports/event stadiums. • Theme Parks/Visitor Attractions.	• Unpredictable volumes often served across a "season" • On-site kitchens, central kitchens/production units or, provision through a contract caterer.
Travel/Transport	• Places for people on the move where they eat whilst being transported.	• Airlines. • Trains/Railway. • Ferry. • Bus.	• Limited physical space. • Typically meals are prepared off site and moved to the transport.
Workplace Canteens	• Places where meals are any combination of prepared, served and can be eaten on site during their work hours.	• Self run canteens. • Contracted canteens incl. contract caterers.	• On-site kitchens, central kitchens/production units or, provision through a contract caterer.

MWOW

The McCain Way of
Winning with Customers