

Our Perspective on the power and
value of *analytics* in foodservice

Market*Intelligence*

Smart | *Analytics*





Why *Smart* | Analytics?

- ❑ Food Manufacturers are under increasing pressure from start-ups and new channel competition
- ❑ The consumer is making purchasing decisions without regard to channel (Foodservice, C-store, Retail), so traditional demand creation falls short
- ❑ Vast amounts of data exists; however, actionable insights delivered to the right person in the right format at the right time are lacking!
- ❑ Due to the “complex” nature of the industry, foodservice data is very disjointed and not easily accessible. This has caused sub-optimal approaches in analytics, such as:
 - Use of multiple solution providers that are not sync'd, thereby providing different results from the same data – no single version of the truth
 - Lack of visibility to unit-level performance for deep insights
 - Inability to measure accountability and results of programs and sales team
 - Potential for “Double Dips” on trade spend
 - Lack of compliance to contracts
 - Lack of clarity regarding the next-best sales opportunity
 - Inability to spotting trends before the competition or trading partners

Smart | Analytics provides a solution to these approaches!



Where Analytics can play a role in Foodservice

- **Spot and Prioritize Opportunities** - Discover which customers have unmet needs and determine the size of the volume opportunity at each customer
- **Arm the Field Sales** - Push specific cross-sell opportunities to sales in a regular, automated fashion
- **Manage Contracted Buyer Relationships**
 - Identify “white space” in contracted business
 - Break down performance trends by geography, product, segment, operator, identify churn
 - Identify and communicate double dips to field sales for resolution
- **Understand the Street** - Use loyalty program and potentially food show data to understand the “street”



- **Sales Performance**- pilot showed better informed sales reps focusing on prioritized targets increased sales 5-7% vs peers 2-3%
 - Reduce churn at the unit level by 20%
 - More rapidly mitigate declining performance

- **Know the Distributors' Value-Add** – Negotiate trade spend with knowledge of where your business is, and how much is contracted in each region
- **Trade SmartSpend** determine where spend should be directed to distributor or operator, as well as develop digital trade



- **Trade-Smart | Trade** understanding trade at the DC and Operator unit level allows for more precise spending, resulting in a 4-8% reduction in total trade spend and an increase in the performance of the spend in pilot the targeted distributors and operators grew 10% vs peers 3-5%

- **Provide a New Service** help operator understand their local market to drive more “butts in seats”



- **Uncharted Territory**- creating an analytics service will provide stickiness as well as increased traffic through the operators units → “Butts in seats”



Smart | Analytics

A proven, tangible approach to establishing a data-driven organization to maximize analytics ROI!

Experience

- We have had significant success in applying *Smart | Analytics* in Foodservice. We enable clients with a quicker turn around to actionable insights to manage performance.

Value Chain

- Our interest is to optimize the total value chain between the supplier, distributor and operator. Our approach is to utilize data to accelerate a client's growth strategy.

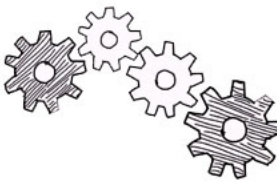
Visibility

- The key benefit of the *Smart | Analytics* approach is driving enhanced visibility out of your total value chain. Based on this, we drive targeted and tangible benefits across the organization.

Go to Market

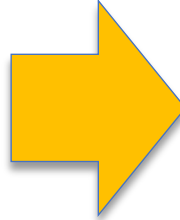
- *Smart | Analytics* needs to be delivered in the context of a clear customer and go-to-market strategy, while also taking account of the opportunities and challenges presented by digital disruption.



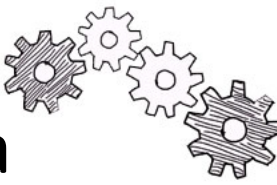


Smart | Analytics our approach

- ❑ **Smart | Analytics vs Traditional Consulting Approach**
- ❑ Traditional Consulting will utilize lower level generalists vs seasoned industry experts
- ❑ Our team will be familiar with both the industry and company resulting in faster startup and completion
- ❑ Our lower overhead will allow for more “bang for the buck”
- ❑ Our goal is to be a competitively-advantaged extension of Client’s team, not simply a 3rd-party vendor



- ❑ End-to-End control of the process from data acquisition to final actionable insights (and auditing of actual results)
- ❑ Reduction in outside vendors for lower TCO
- ❑ SaaS providing the most up-to-date solutions and insights
- ❑ Transfer of best practices in foodservice to utilize analytics to drive actionable insights
- ❑ Analysts and staff always available to provide additional level of support and analysis



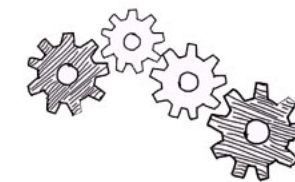
Value may be created through a Confederation of Data to develop a 360° View of the Operator and the Market

- Leverage combined data from disparate sources to develop a complete view of the operator
- Utilize advanced analytics, machine learning and artificial intelligence to provide actionable insights to Manufacturer's sales and marketing teams via an app that connects to CRM Platform
- Create new service for local operators to better understand trends and connect with consumers to drive "butts in seats"
- Provide Chain with a better measurement of same store sales by creating dynamic comparable market sets
- **Can be in conjunction with other Foodservice manufacturers in a "cleanroom"**





Our approach to Analytics



Developed and implemented in structured phases to deliver benefits at each stage ...



Pilot

Understand your current state, identify a high-potential opportunity, provide us with data and review our findings

Identify Top Areas to explore

Dive deeper with the analysis and acquire additional data to define high-leverage areas

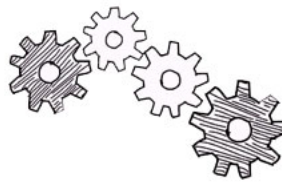
Develop Roadmap

Determine how best to utilize findings and incorporate to CRM, business processes, and Go-to-Market Model

Execute and Audit

Develop the capabilities, refine the analytics, rise and repeat – embed into the business planning and execution process





Benefits of *Smart* | Analytics



- Clear understanding of what is taking place in the business, including the field
- Led by an experienced team that comes from the industry. Realistic expectations, real world guidance, and infusion of “best practices”
- Enables a clear alignment of sales, marketing and planning to drive growth
- Provide sales with next best selling opportunities
- Determine where NOT to invest
- Reinvest in programs that are performing or move to the bottom-line



Six success factors that enable successful implementation of *Smart* | Analytics

Journey

- Smart | Analytics will be a journey, there will be quick wins, and the need to take a long view of the process



C-Level leadership **priority** to ensure commitment to outcomes



Active negotiation with both distributors and operators must utilize carrot and stick leverage to secure additional data



Participation of key account teams to leverage insight with customers to drive “butts in seats”



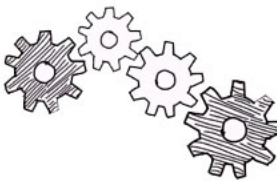
Budget for a two-year implementation journey – as some changes will relate to annual / contractual budget negotiations



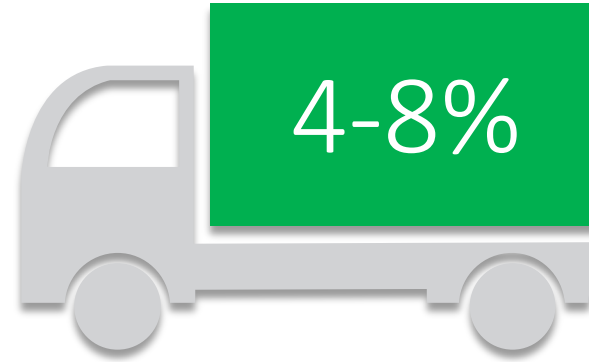
Continuously look to improve the user experience and insights

Data

Underlying all of this is the need for clean accurate normalized data

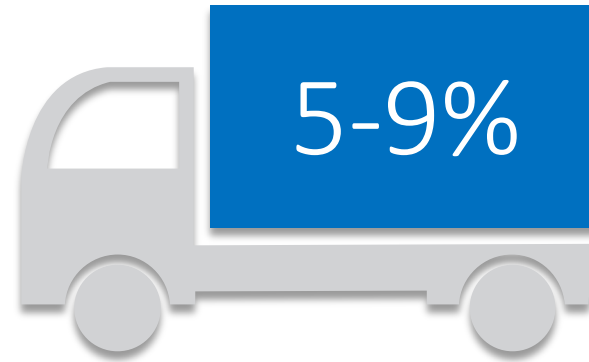


Smart | Analytics serves as the "control tower" for the organization -- leveraging data should make all resources in the organization more focused, targeted in their activity resulting in....



Savings

Aligned rates to corporate goals and objectives reduced overall trade spend



Double Dips

Utilizing analytics +trade software along with membership roster saved 5% on operator spend



Growth

Better visibility and focus will provide 25-30% greater growth than without analytics

Thank You!



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