

Achieving Mutual Growth through Data Centered Collaboration

Fueled by TPM, TPO, Revenue Management,
and Advanced Analytics Capabilities



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A New Recipe for Improving Integrated Business Planning in Competitive Times

By Bob Schmidt – Director of Customer Marketing
ACH Foods



Goal Today

Share ACH Food's Transformational Journey to improve Integrated Business Planning and Trade Promotion Effectiveness



Agenda

- **ACH Foods Overview**
- **Rationale for Business Change**
- **Project Phoenix Background**
- **Preparing for Change**
- **Making it Happen**
- **Lessons Learned**
- **What's Next in Our Trade Journey**

ACH Foods Overview

Cooking Oil



Spices & Seasonings



Baking Enhancements



Associated British Foods plc

- ACH is a subsidiary of Associated British Foods
- Part of \$20+ billion USD global organization
- Grocery, Agriculture, Retail, Sugar, Ingredients

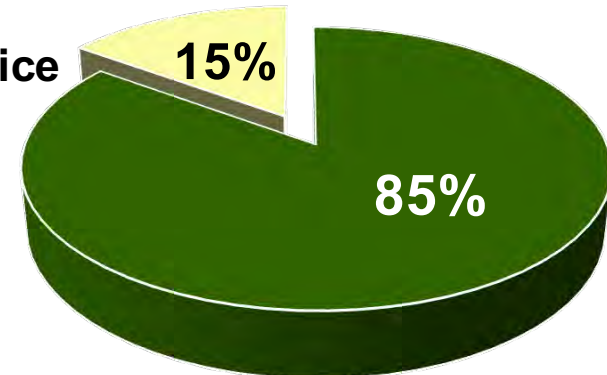
Business Snapshot

Foodservice

15%

85%

Retail



Rationale for Business Change

Key Challenges

- Disconnected business processes
- Disconnected sales and marketing effort
- Improve trade relationships
- Lagging visibility in decision making



Rationale for Business Change



- Too Much Time
- Too Much Effort
- Too LITTLE Insights
- Too Long to Make Decisions

FRUSTRATION



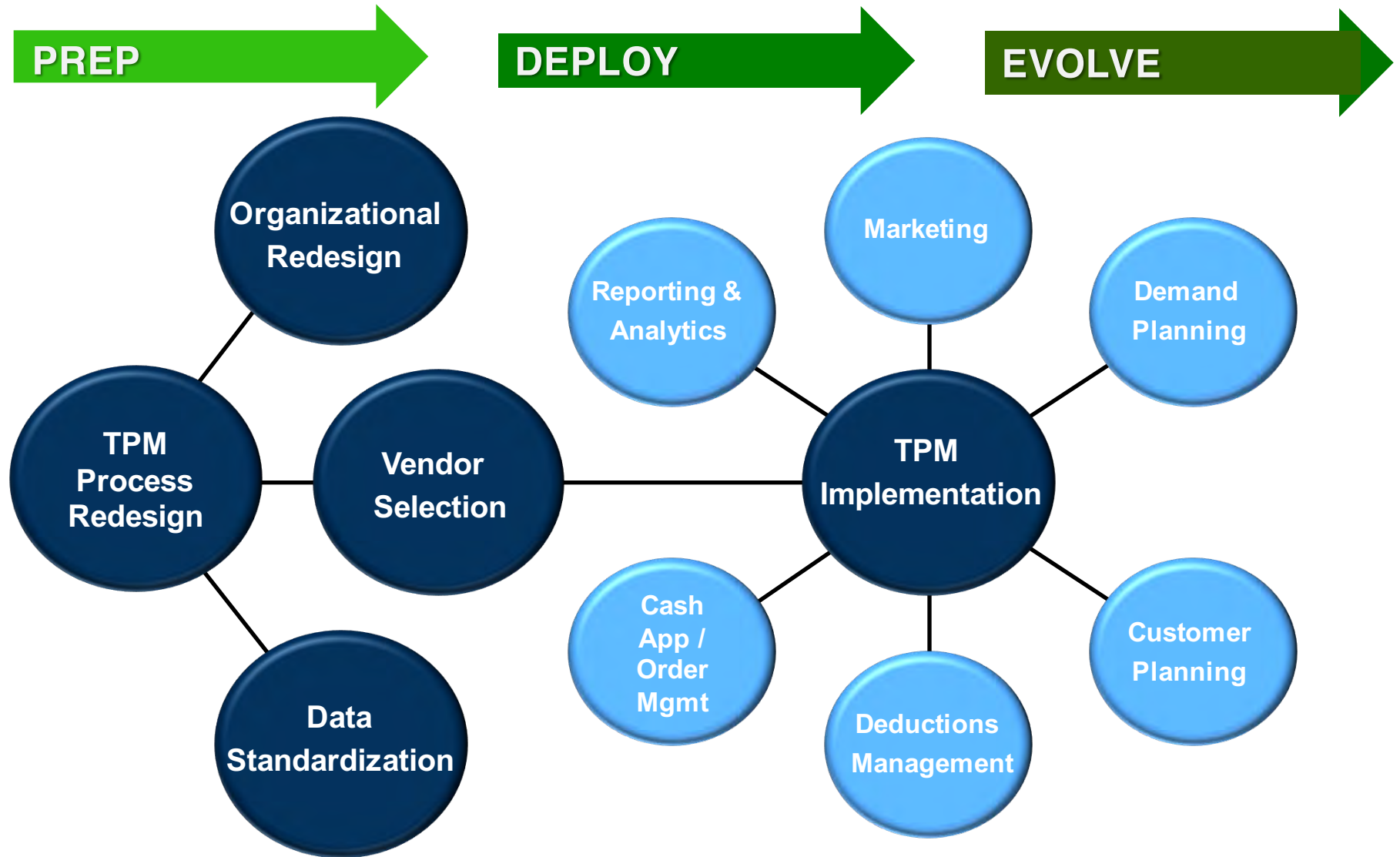


Project Phoenix Mission

Enable TPM and Integrated Planning by:

- Leveraging industry leading practices
- Focus on *simplicity – usability*
- Improve trade **effectiveness and transparency**
- Increase cross-functional **efficiencies & collaboration**
- Improving **discussions – “winning with customer”**

Project Phoenix Scope



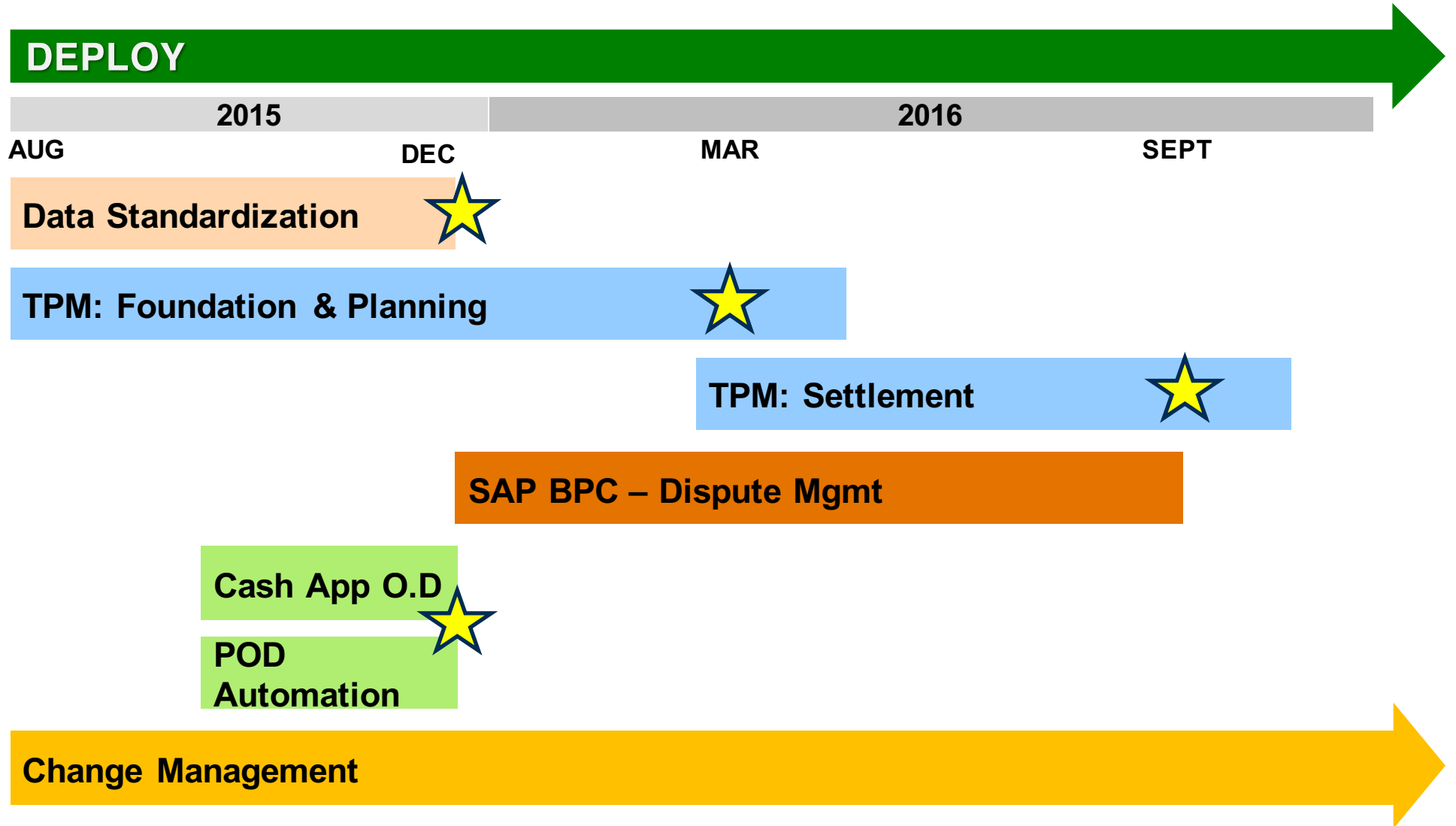
Preparing for Change - Process First

PREP



- Integrated Planning Process – Annual Planning, Execution, Analysis
- Sales, Finance, Marketing, and Demand Planning & Supply Chain
- People, Organization Design, and Change Management

Making it Happen



Keys to Picking the Right Systems

Functional Fit

Ease of Use



Right Partner

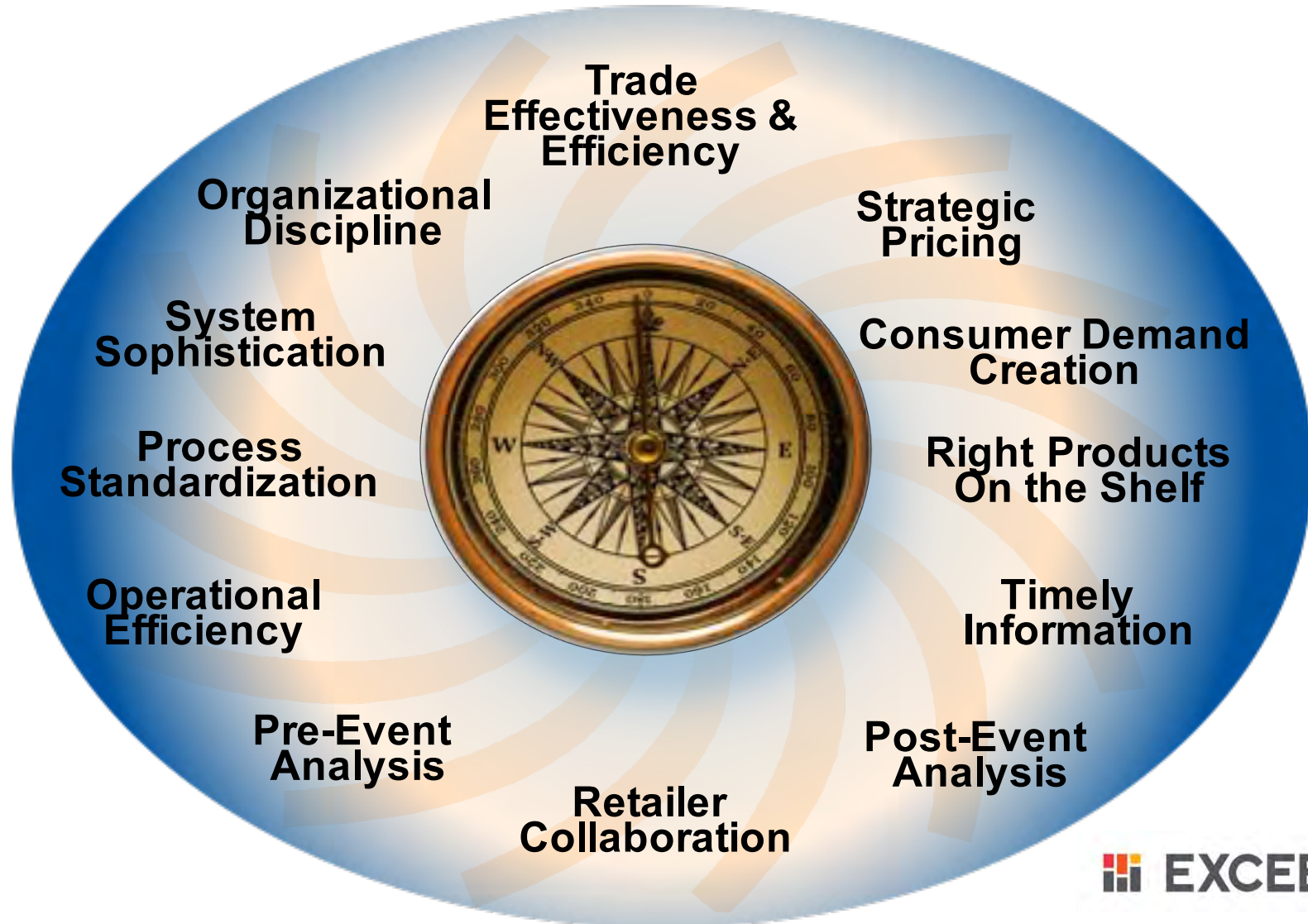
Integration

Change Management

- **Constant Communication**
- **Support the Cultural Shift**
- **Sr. Executive Support**
- **Continuous Improvement**



Benefits of Integrated Business Planning



 **EXCEEDRA**

Lessons Learned

- ❖ Keep it Simple to Start
- ❖ Think broadly – not just sales
- ❖ Ensure cross-functional involvement
- ❖ Plan for the unexpected / unknown
- ❖ Change is hard and doesn't have an expiration

What's Next in Our Journey – C H A N G E

Cooking Oil



Spices & Seasonings



Baking Enhancements



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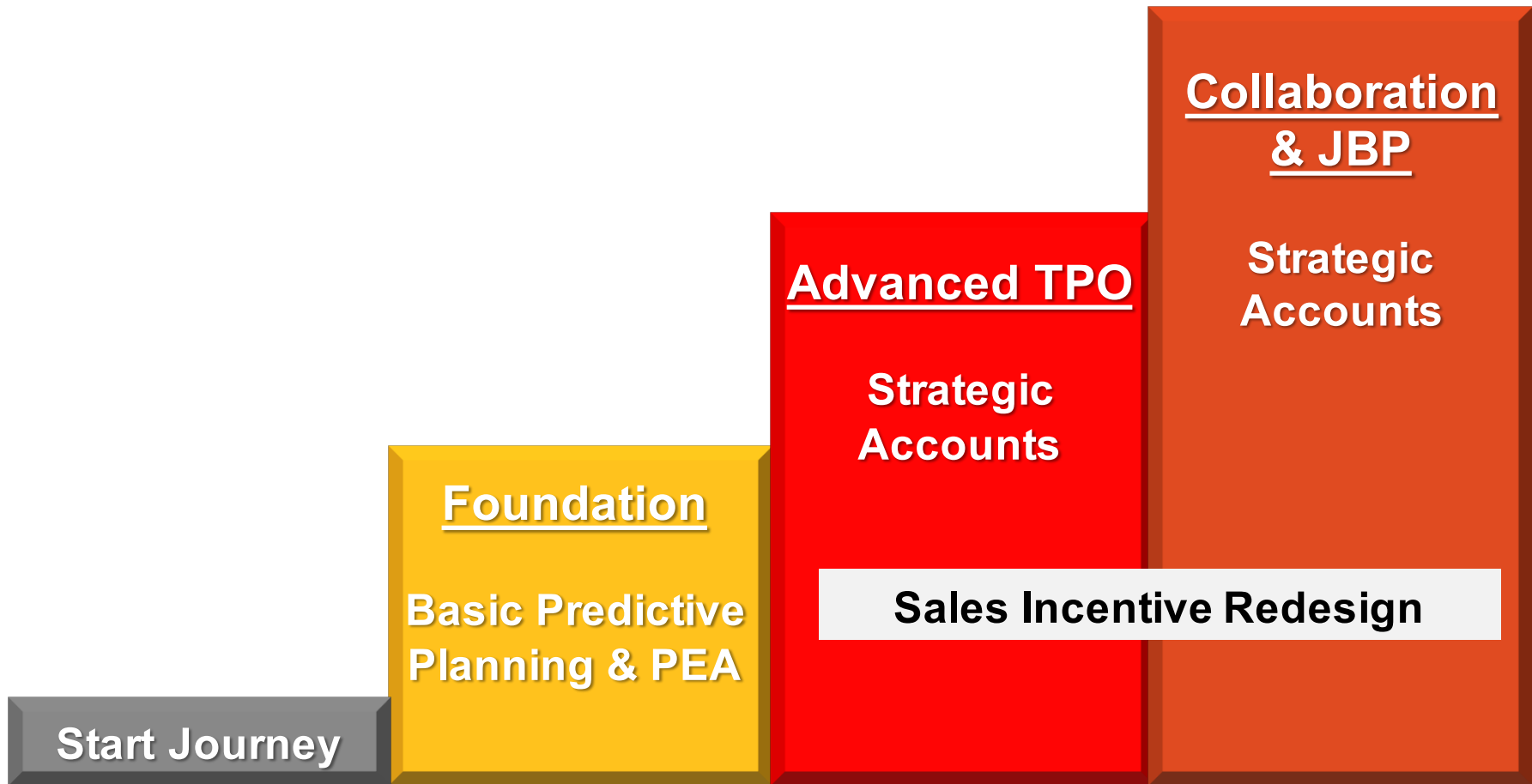
BUSINESS

B&G Foods to Buy ACH Food's Spice Business for \$365 Million



ACH Foods Roadmap

EVOLVE



Congratulations Cubs!!!!

