

POI European Promotion Optimization Summit

Collaborate Globally and Execute Locally



Big Data
Pricing TPO
Retail Execution
Mobility TPM

Challenges & Practical Lessons learned: TPM/TPO Implementation

Luke Stowell

Head of Market Strategy & Planning (pladis UK)

The history of our brands goes back 200 years



19th Century family founders start businesses

1948 United Biscuits publicly listed on London Stock Exchange



2000 UB sold to Private Equity The Blackstone Group[®]

2014 UB acquired by Yildiz **YILDIZ ★ HOLDING**

Nearly a year ago, pladis was born!

"we promise happiness to the world with every bite."



pladis

GODIVA  ÜLKER

\$5.2bn
Total revenue

26,000
Employees

Number 1 Biscuit Manufacturer in UK producing over 100 million biscuits a day!



- ▶ **99.2% of British households purchase biscuits in a year**
- ▶ **£86 per household**
- ▶ **United Biscuits makes over 40% of all Biscuit volume sold in the UK**



Market, Strategy & Planning team

Our Purpose:

We create profitable growth solutions & build the capability to deliver them

Our Deliverables:

1
**Strategy
Development**

We will lead the business's Pack, Price & Promo Strategy

2
**Execution
& ROI**

We will own brand level P&L delivery and Promo ROI driving against budgeted execution standards

3
**Process &
Capability**

We will provide the Sales team with the tools, processes and training to improve functional capability & execution

Three areas to cover today



“Making Promotional Management & Optimisation a Competitive Advantage”



Development of TPM & TPO Capabilities



Challenges faced and the lessons learnt (so far)

GOAL 

Making Promotional Management and Optimisation a Competitive Advantage

Approach 

BUILD Insight

BUILD Capability

BUILD Influence



**Project
Theseus**



pladis

There is a clear case for change

65%



5,300



15%

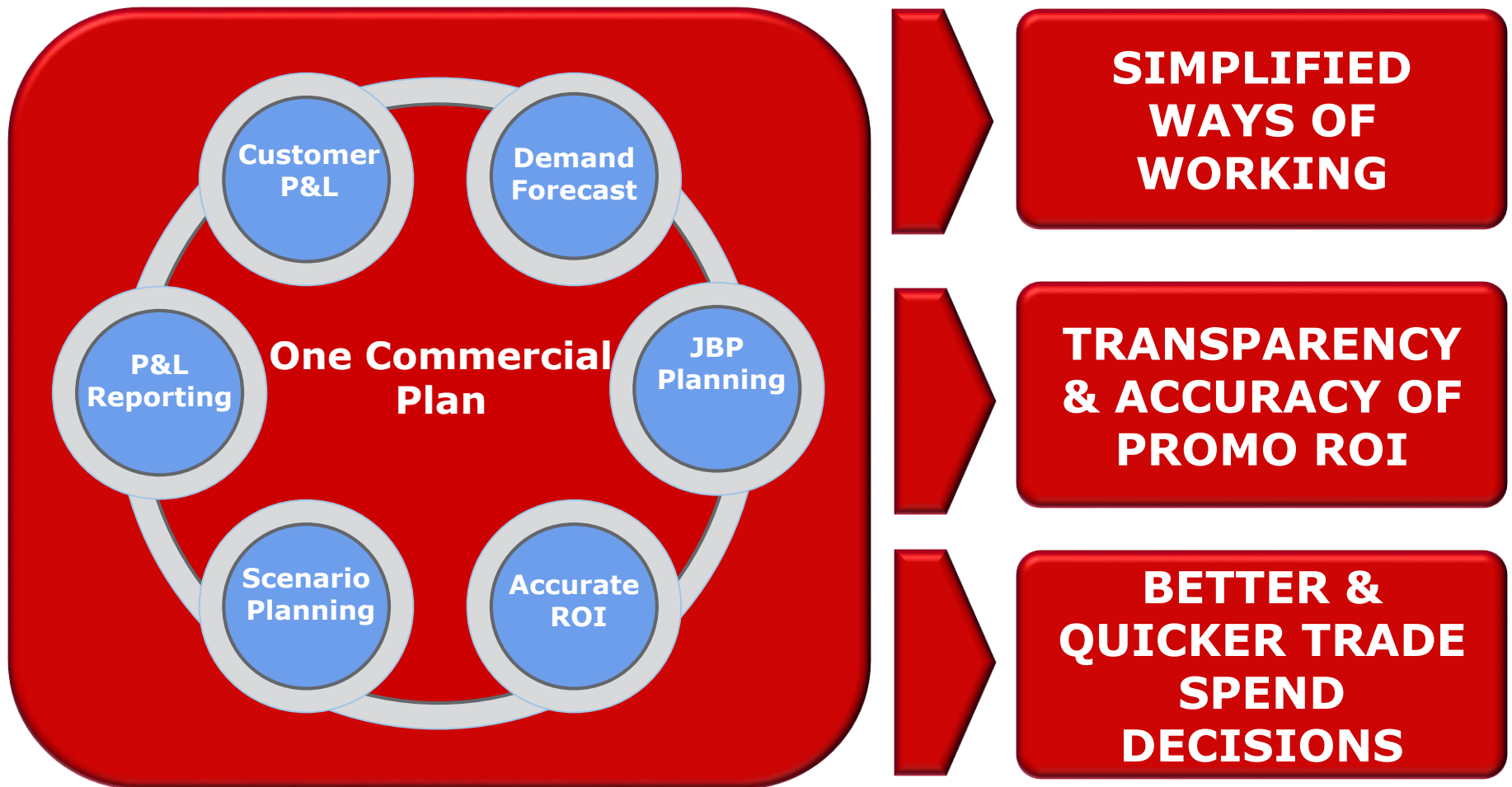


55%

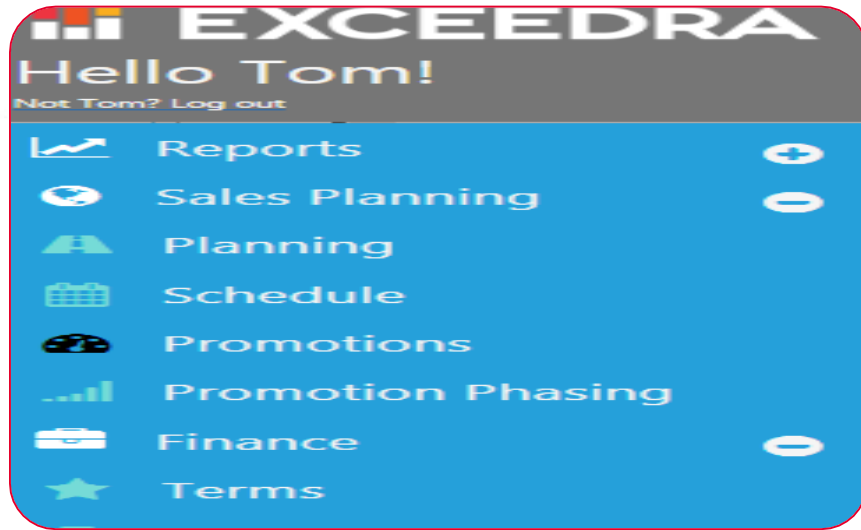


4pts

New capabilities to optimise and align on one commercial plan



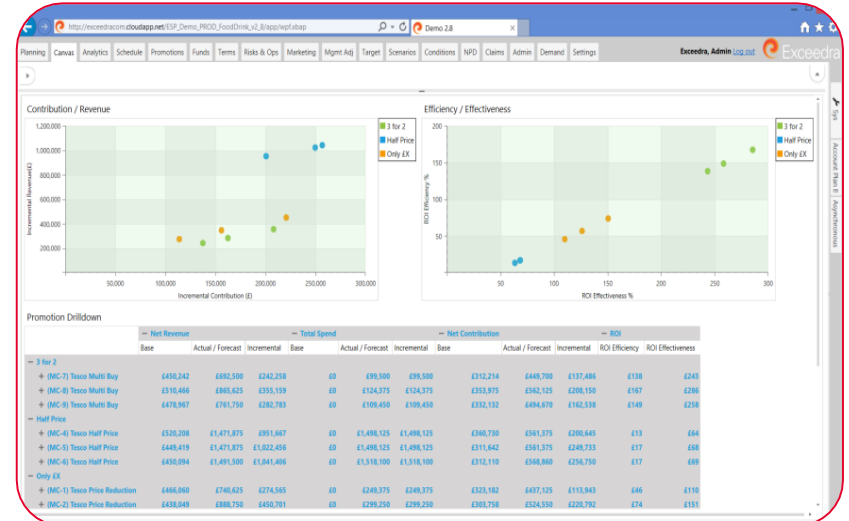
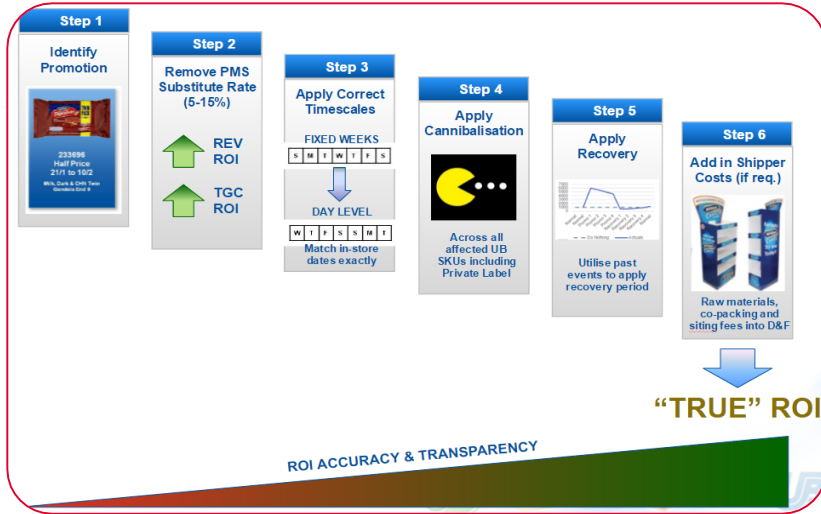
#1 Simplified Ways of Working



Resulting In.....

- 1 **One version of the truth in one system**
- 2 **50% reduction in time taken to manage promotions**
- 3 **'Live' numbers with freezes aligned to review cycle**

#2 Accuracy & Transparency of ROI



Resulting In.....

- 1 Day level forecasting with EPOS post evaluation
- 2 Cannibalisation & Recovery
- 3 Transparent Promo ROI

#3 Better & Quicker Trade Spend Decisions



Start Year: 2016, Country: UNITED KINGDOM, Customer Group: Grocery, Customer: Tesco (20043)

AP-04 Financial Account Plan

	Cores	Units	Net Sales Value	Trade Spend	Trade (%)	Cost of Goods	Contribution (%)
YTD	147,425	1,417,054	£1,153,909	£193,276	17%	£398,717	100%
YTD	1,890,349	21,881,322	£12,389,388	£867,322	7%	£6,840,287	100%
This Year	2,437,774	22,800,370	£13,232,137	£1,000,359	7%	£7,244,334	100%
Last Year	1,890,333	22,800,330	£12,389,360	£702,148	6%	£4,847,259	100%
Yr Var	547,441	0	£842,777	£298,211	1%	£2,397,075	100%
Target Var	2,437,774	22,800,370	£13,232,137	£1,000,359	7%	£7,244,334	100%



Resulting In.....

- 1 **Sharing of reports & sign off via common platform**
- 2 **Live view of pladis and customer P&Ls**
- 3 **Streamlined sign off process based on pre-set conditions**

We have ensured the right level of business focus and resource

UK Exec

Project Board –
Sales/Finance/S&OP/IS

Project Sponsor -
Sales Director

Project Team

Project Lead (Sales)

S&OP

Sales
Ops

Finance

Sales

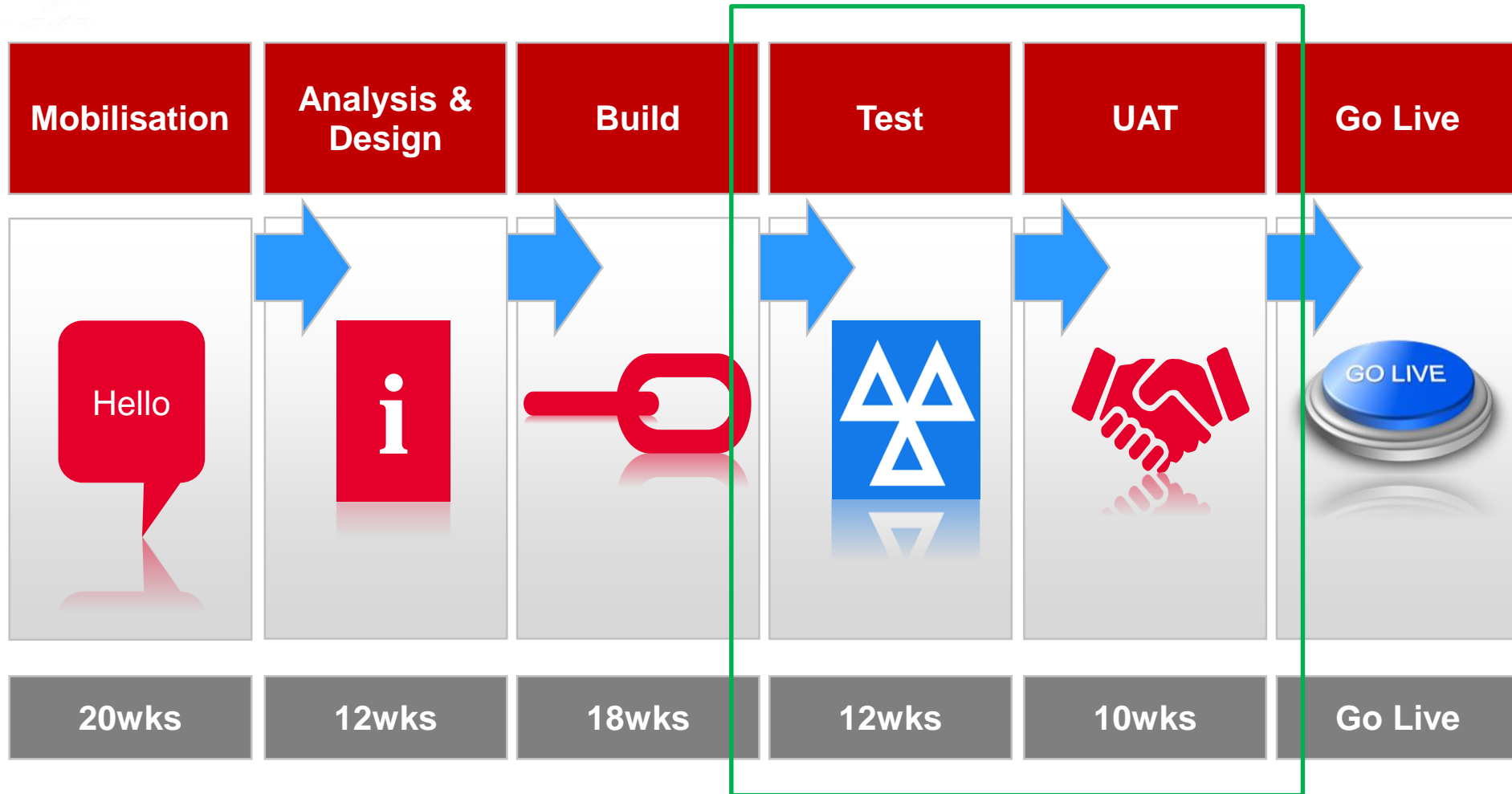
IS

IS

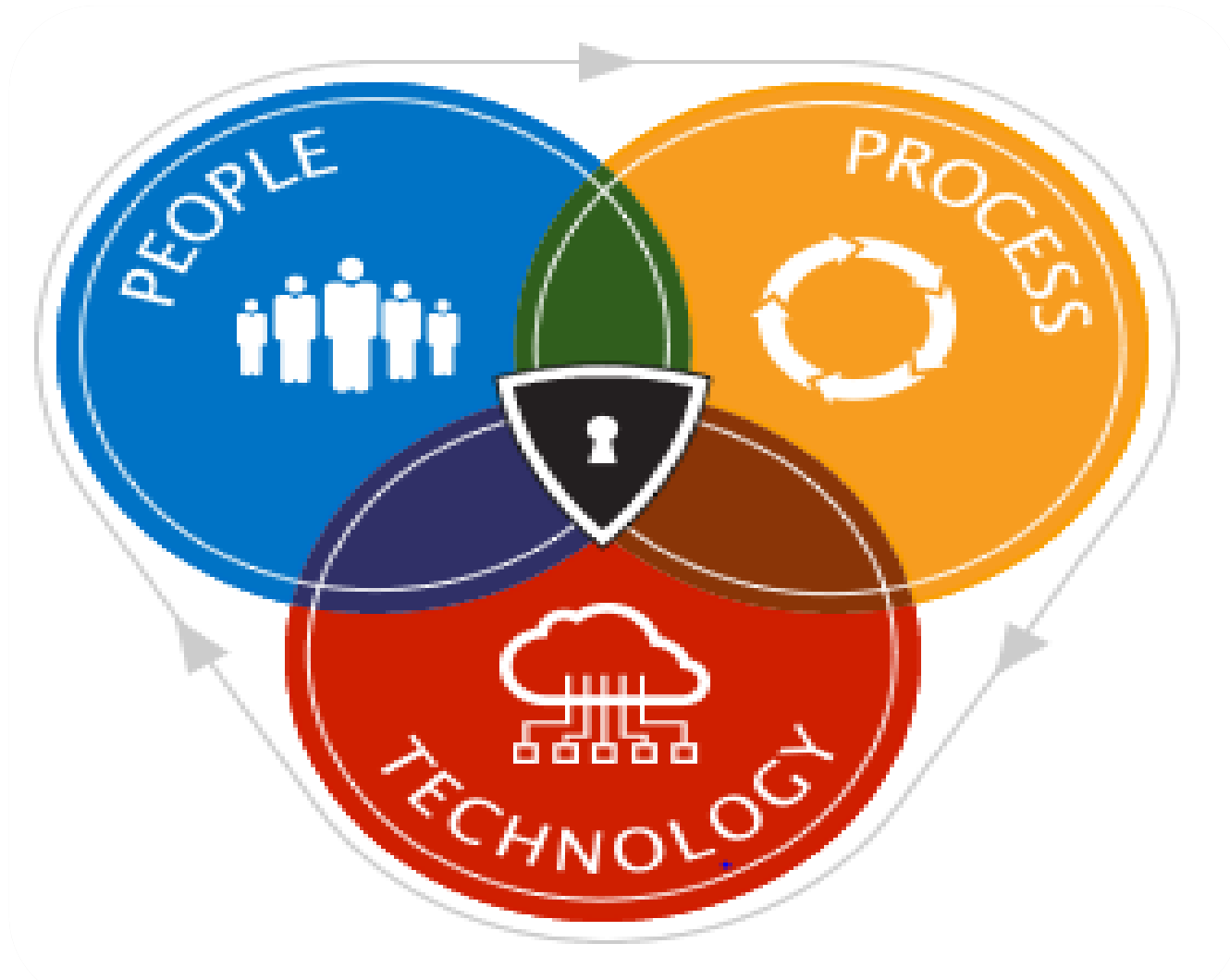
3 x Part Time IS Support Roles



We have allowed enough time to get it right



This is not just a systems project, it is business transformation



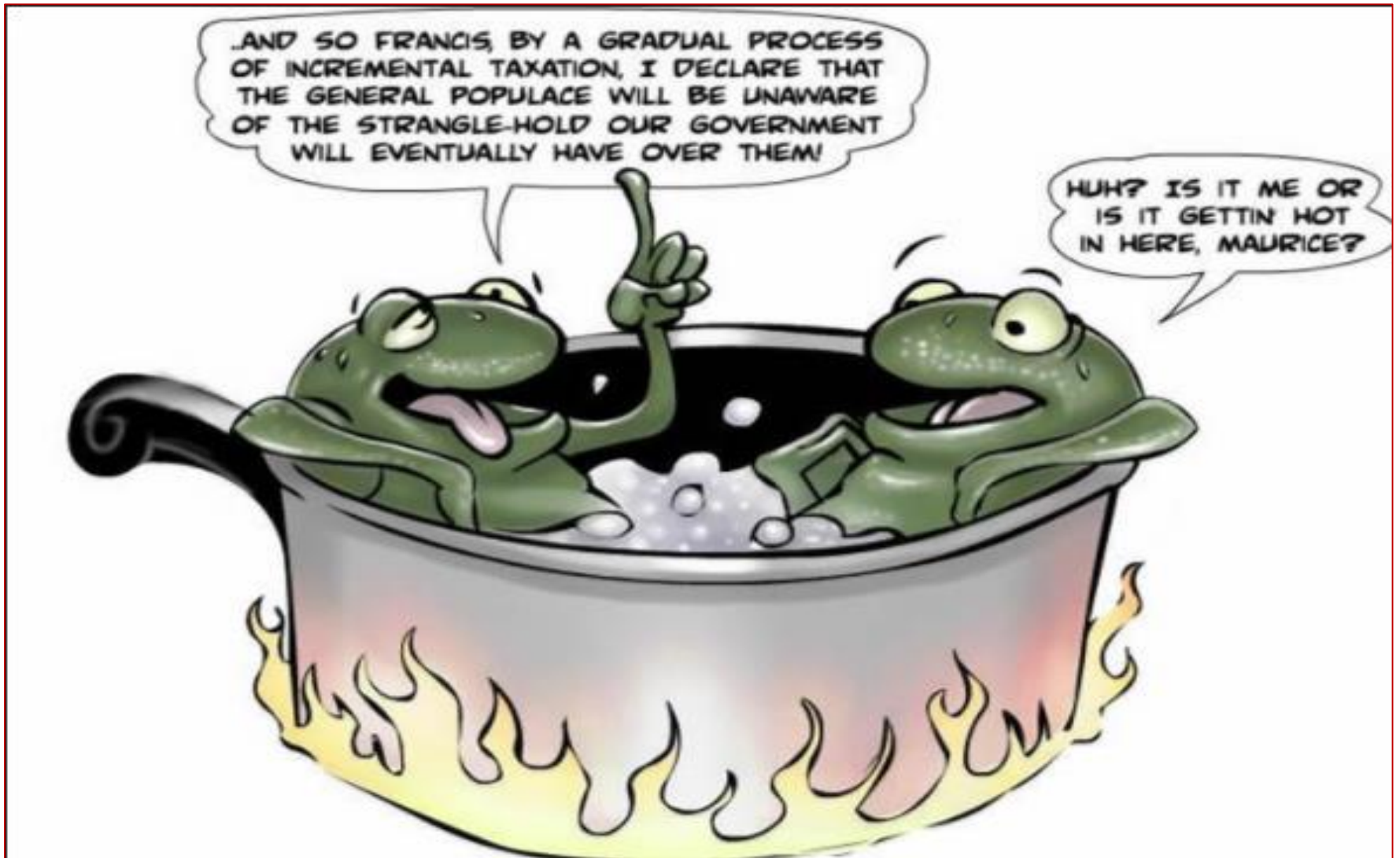
CHALLENGE



CHALLENGE

Life is inherently risky. There is only one big risk you should avoid at all costs, and that is the risk of doing nothing.


Denis Waitley




CHALLENGE

Complexity is your enemy. Any fool
can make something complicated.
It is hard to keep things simple.

Richard Branson

 quote fancy

CHALLENGE



A camel is a horse
designed by committee.

In Summary.....


1 Don't be the boiling frog, create the burning platform

2 Recognise it's business transformation, not a systems project

3 Make sure its well resourced, well sponsored, well planned

4 Align on the scope and flush out the emotion at the start

5 Be clear on what you will and won't compromise on



Nothing worth having comes easy.

— Theodore Roosevelt —