



Collaborative CRM Workshop

02 Partner Alignment & Project Objectives

Collaborative CRM Workshop – Agenda

Introduction to Collaborative CRM

- What are the key challenges facing the industry in Europe
- What is Collaborative CRM
- How can Collaborative CRM improve the industry dynamics and performance
- What are the personal opportunities for certification

Partner Alignment & Project Objectives

- How do you identify and engage with the right Partner for Collaborative CRM
- What are the key decisions to make before working collaboratively
- How do you establish objectives, target benefits and project plan

Segmentation & Scorecard

- Collaborative Segmentation – How is it done
- How do you develop a pragmatic, valid Segmentation
- How do you establish goals which focus on the target Segment

Strategy & Tactics Development

- What are the strategic options and how do you choose them
- What are the Tactical options for delivering the Strategies

Implementation & Measurement

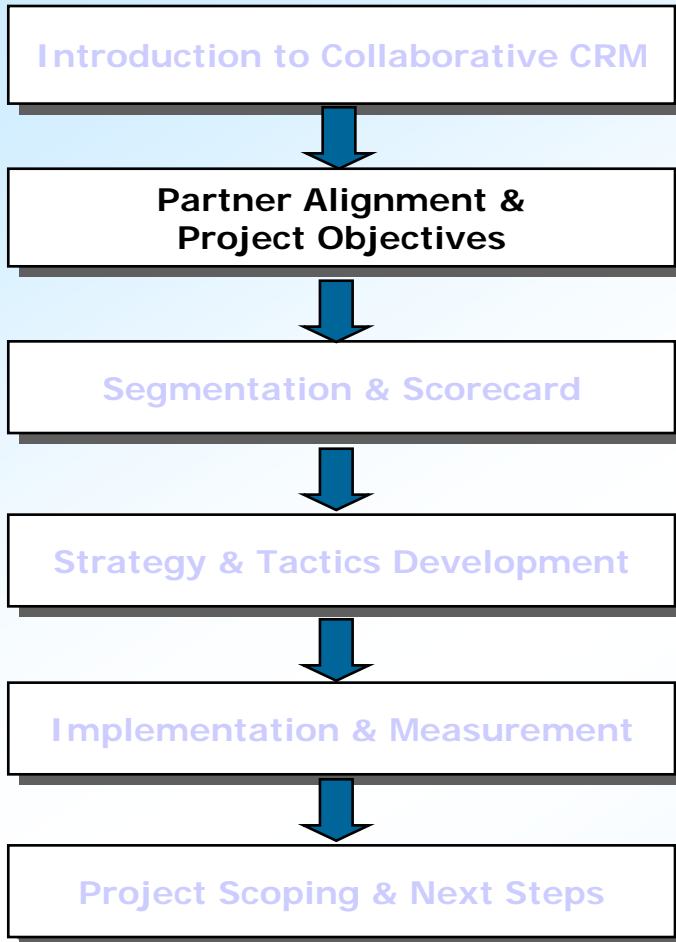
- How do you plan effectively together to ensure the best implementation
- What are the key considerations for success
- What measurement criteria can you use

Project Scoping & Next Steps

- Which 'real world' initiatives will be progressed
- What are the barriers to progress and how can they be overcome
- What is the plan & next steps to make them happen

Partner Alignment & Objectives Stage

- Purpose & Outcomes



The objective of this section is:

- To learn how to select the right partner to work with making sure it's genuinely in each other's interest
- To use the '**Collaborative CRM Working Proposal**' tool to engage your Partner, agree the business opportunity and plan the Collaborative CRM initiative.

At the end of this section you will be able to:

- Complete a Collaborative CRM proposal agreed by both retailer and manufacturer
- Develop a project execution plan



Partner Alignment & Objectives Stage

- **Desirable Pre-Requisites**
 - **In order for businesses to adopt Collaborative CRM as an approach there must be a Strategic intent (for all parties) to go down the path of Collaborative CRM**
 - ◆ The business needs to be clear about its core strategy
 - What we will and crucially WILL NOT do
 - ◆ The business must have ensured the following enablers are in place:
 - Resource and Organisation to be able to adopt the approach
 - Appropriate Data and Information capability
 - Supporting Systems & Processes
 - ◆ Typically, this is the responsibility of Board Level Managers
 - **Discussion**
 - ◆ **What are the risks if we don't have this in place?**

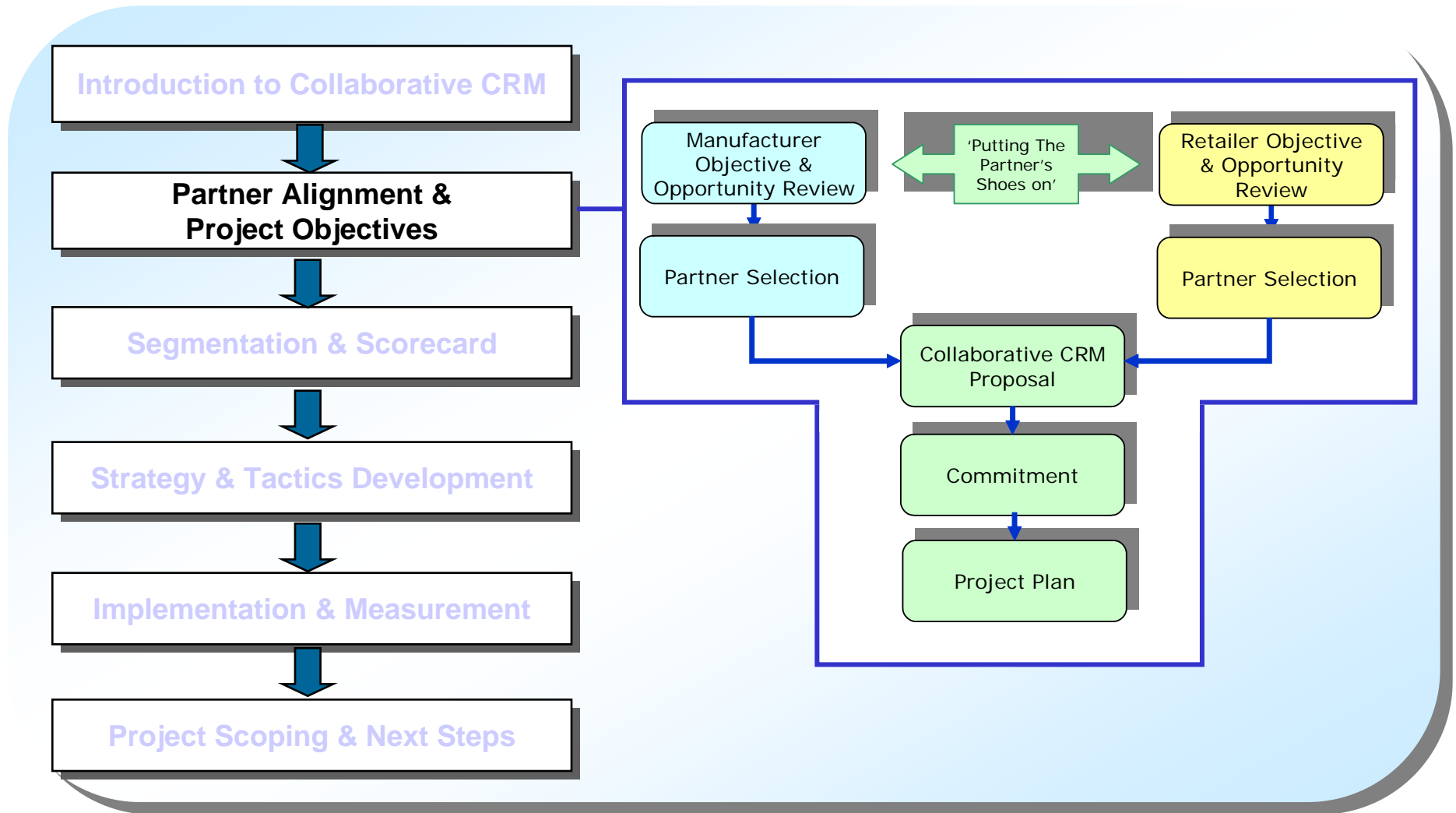
Partner Alignment & Objectives Stage

Why do we need a 'Partner Alignment and Objectives' step??

- To develop some of the key elements of successful Collaborative Working;
 - ◆ A clear understanding & description of the **Opportunity**
 - ◆ A robust approach to **selection** of the right Partner in the first place
 - ◆ Visibility of both quantitative financial **benefits** AND qualitative, strategic, benefits
 - ◆ An approach to '**Selling**' the **idea** as opposed to merely presenting the opportunity –to motivate each Partner towards the joint objective

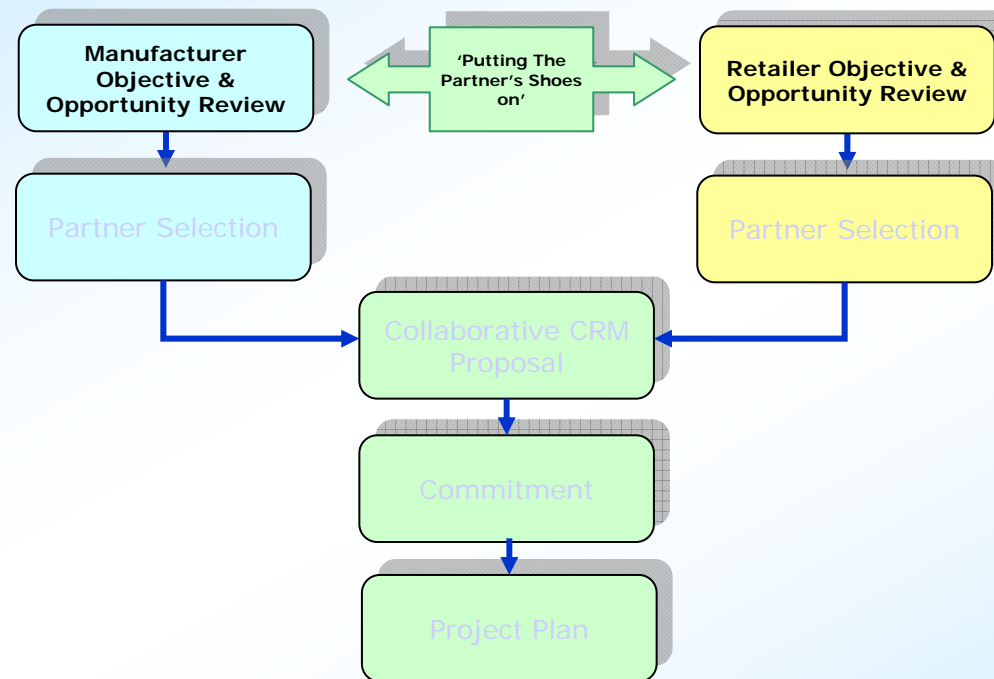
Partner Alignment & Objectives Stage

- Collaborative CRM Alignment & Objectives Process



Partner Alignment & Objectives Stage

- Step 1 – Review Objectives & Identify Headline Opportunities



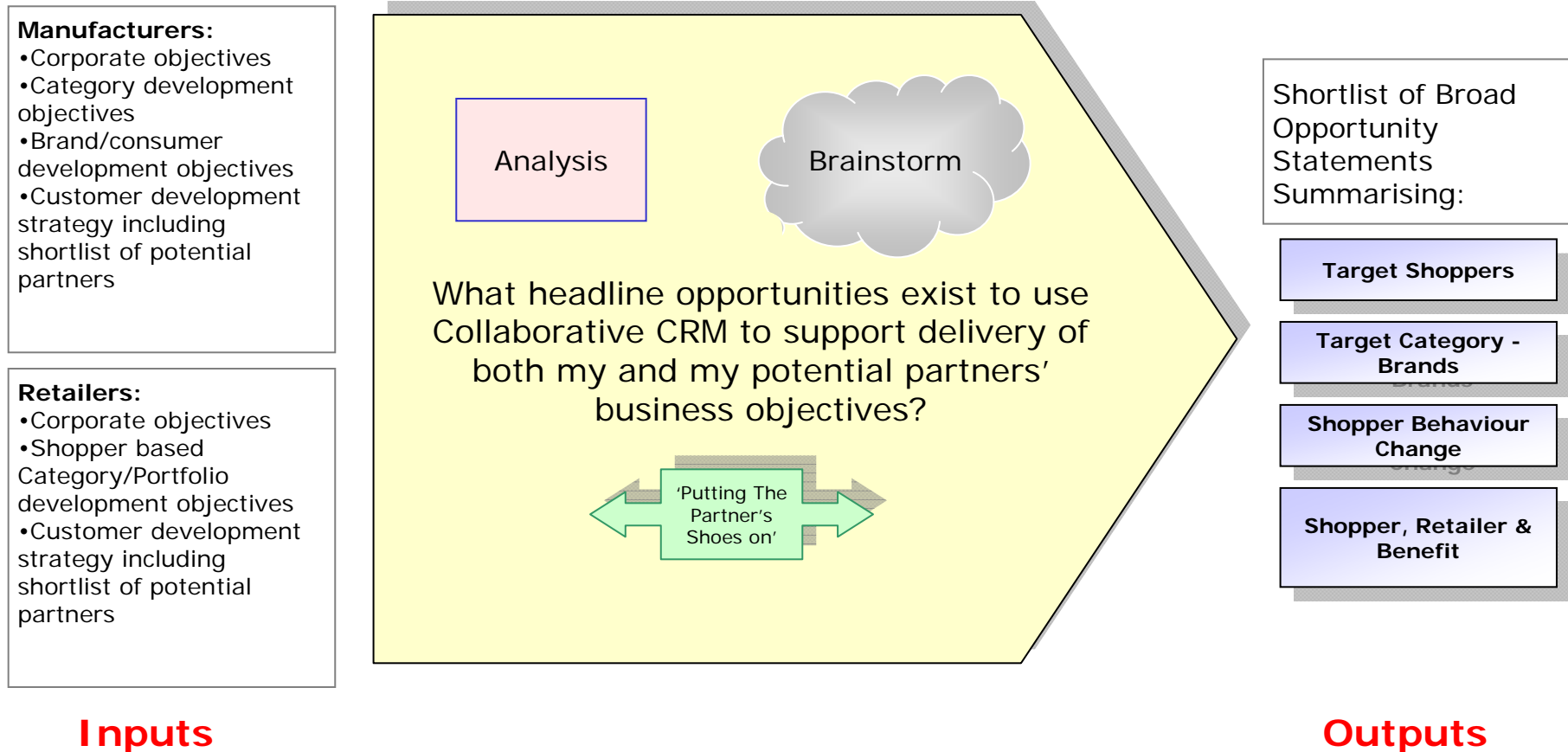
Partner Alignment & Objectives Stage

- The Value of 'Putting The Partner's Shoes on' – Hypothetical example!



Partner Alignment & Objectives Stage

- **Aim: review existing objectives and generate a shortlist of opportunity areas**



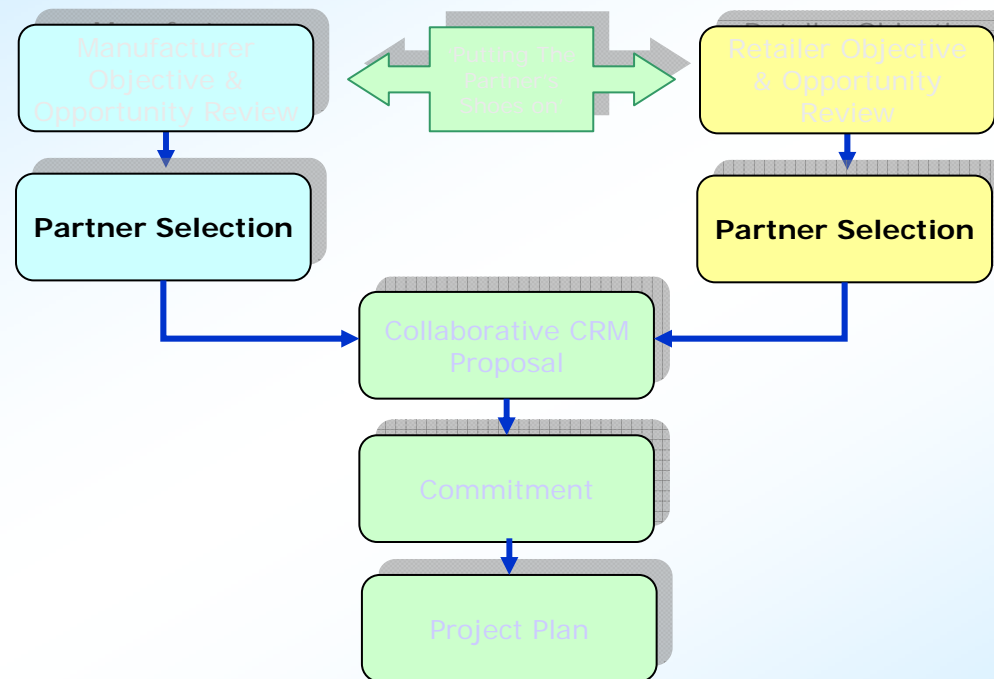
Partner Alignment & Objectives Stage

- How do we develop the opportunity shortlist?
 - ◆ Understand the *'CRM Value Drivers'*

	Questions	Example
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Shortlist of Broad Opportunity Statements Summarising:</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; background-color: #e6e6fa;">Target Shoppers</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; background-color: #e6e6fa;">Target Category - Brands</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; background-color: #e6e6fa;">Shopper Behaviour Change</div> <div style="border: 1px solid black; padding: 5px; background-color: #e6e6fa;">Shopper, Retailer & Benefit</div>	<ul style="list-style-type: none"> ▪ Target profile attractive to both the retailer and manufacturer, 	<ul style="list-style-type: none"> ▪ Families, Young singles etc
	<ul style="list-style-type: none"> ▪ Which category and brands are most attractive to the retailer and manufacturer based upon <ul style="list-style-type: none"> ▪ Shopper spend and spend potential in the retailer 	<ul style="list-style-type: none"> ▪ Soft drinks, single serve packs
	<ul style="list-style-type: none"> ▪ What do we want shoppers to do differently? <ul style="list-style-type: none"> ▪ Buy more? ▪ Buy more often? ▪ Spend more? 	<ul style="list-style-type: none"> ▪ Buy more from Retailer A - Conversion
	<ul style="list-style-type: none"> ▪ What is the estimated benefit for <ul style="list-style-type: none"> ▪ Retailer ▪ Supplier ▪ Shopper <ul style="list-style-type: none"> ▪ Quantitative - € ▪ Qualitative 	<ul style="list-style-type: none"> ▪ Retailer – Conversion ▪ Supplier – Incremental Sales ▪ Shopper – Better meeting their needs

Partner Alignment & Objectives Stage

- Step 2 – Partner Selection



Partner Alignment & Objectives Stage

! CHECK STEP !



- The most 'obvious' partner may not be the right partner
- Its important you let your analysis guide you to the most appropriate partner
- Why?
 - ◆ What is the danger of choosing the wrong partner?

Partner Alignment & Objectives Stage

- Partner Selection should be based on a combination of business potential, capability and joint working track record

Short-listed partners	Shopper & Strategy			Size and Capability (Willing, Able and Worth it)			
	Shopper Target Attractiveness (1-5)	Strategic Fit (1-5)	SCORE	Partner scale (1-5)	Skill/capability Measure (1-5)	Joint Working Measure (1-5)	SCORE
Partner 1							
Partner 2							
Partner 3							
Partner 4							
Partner 5							

- Selection approach should follow a similar approach for Suppliers & Retailers and where capabilities between partners differ, approach adapted appropriately..

Partner Alignment & Objectives Stage

- How do we complete the selection criteria?

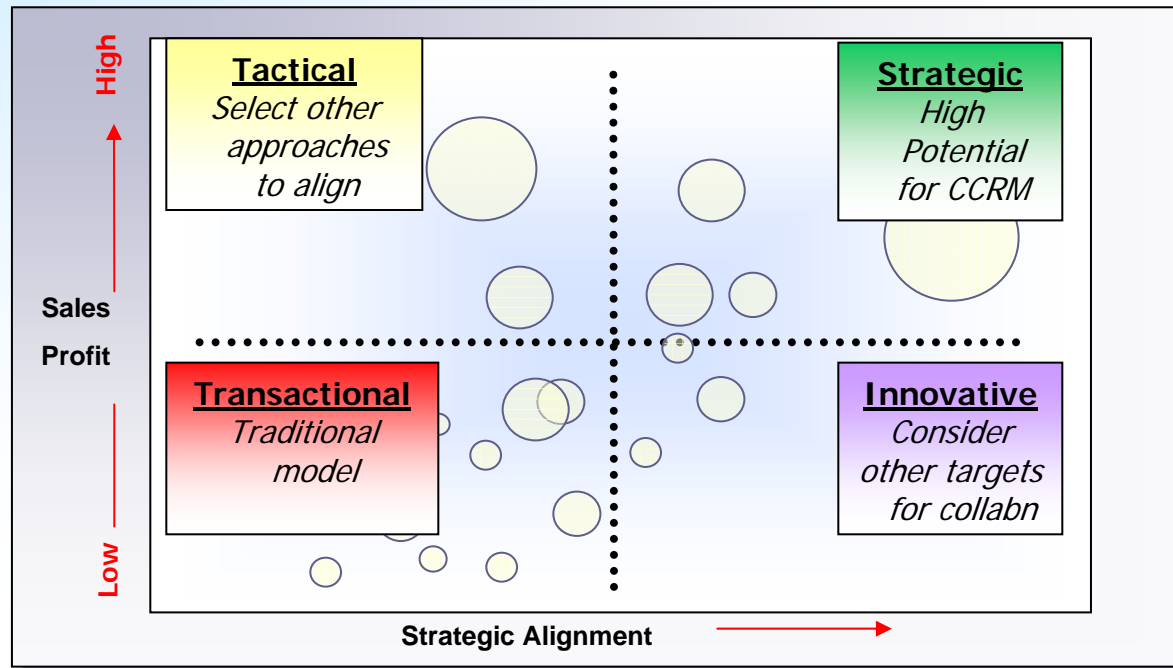
Short-listed partners	Shopper & Strategy			Size and Capability (Willing, Able and Worth it)			
	Shopper Target Attractiveness (1-5)	Strategic Fit (1-5)	SCORE	Partner scale (1-5)	Skill/capability Measure (1-5)	Joint Working Measure (1-5)	SCORE
Potential Partners	<ul style="list-style-type: none"> Using the target shopper and behaviour change which partner is best placed to reach those shoppers and change the behaviour as we wish? 	<ul style="list-style-type: none"> With which partner would this initiative best fit their strategic intent and direction? 		<ul style="list-style-type: none"> Using estimated benefits as a guide which partner has the scale & financial resources to realize the opportunity? 	<ul style="list-style-type: none"> Using an objective statement which partner has the people (will & skill) & technical ability to best deliver the initiative? 	<ul style="list-style-type: none"> Based upon previous knowledge and experience which partner is most appropriate to work jointly with, to achieve a common business objective? 	

Partner Alignment & Objectives Stage

- Map the potential partners on a matrix

Shopper/Strategy

- Shopper attractiveness
- Strategic Fit



Size & Capability

- Scale
- Skill & ability to deliver
- Joint Working

Partner Alignment & Objectives Stage

- Partner Selection should be based on a combination of business potential, capability and joint working track record

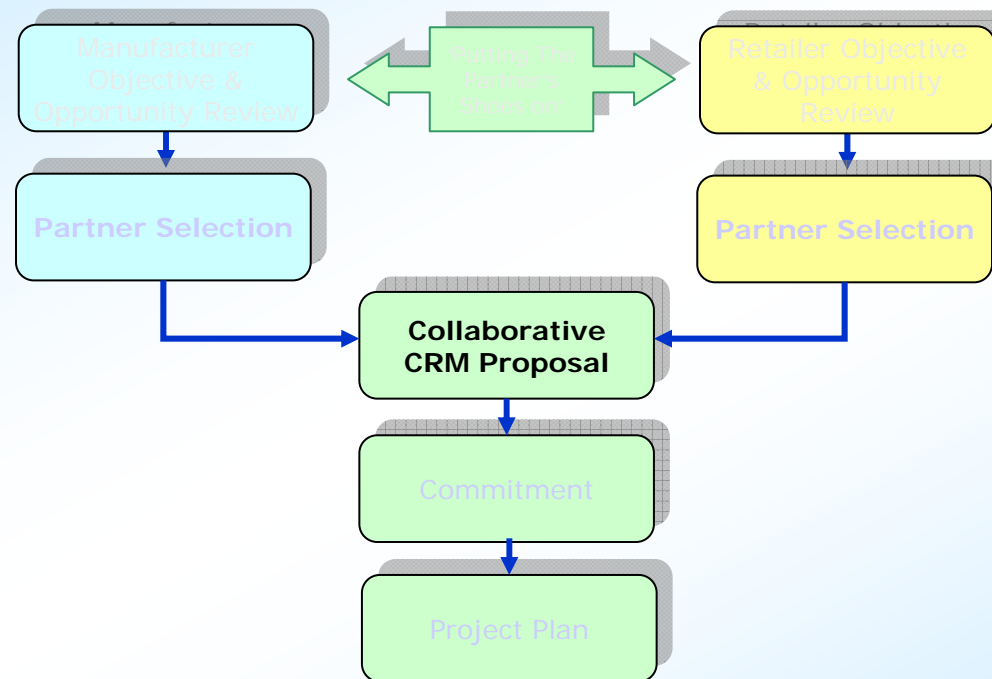
! CHECK STEP !



- As with any joint initiative, if none of your partners score highly enough you should prepare to
 - ♦ decide NOT to continue with Collaborative CRM *or*
 - ♦ accept the risks associated with continuing
- Risks of continuing with the wrong partner
 - ♦ cancellation or delay at a later stage
 - ♦ poor implementation or added costs
 - ♦ shopper dissatisfaction

Partner Alignment & Objectives Stage

- Step 3 - Prepare the Working Proposal to 'Make it Real'



Partner Alignment & Objectives Stage

- The Collaborative CRM Working Proposal

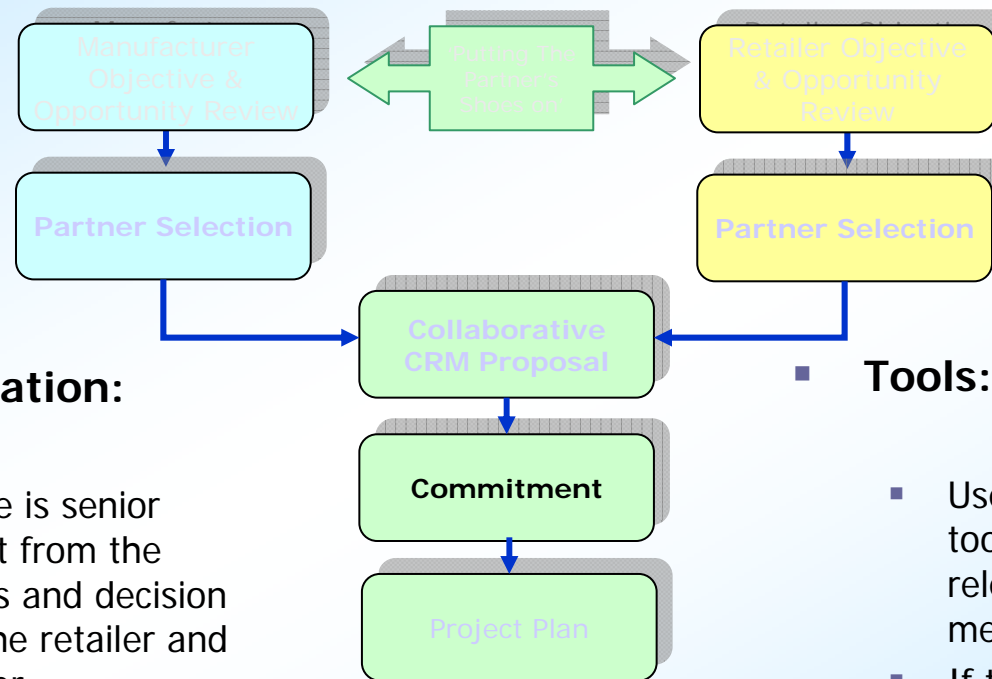
Collaborative CRM Working Proposal																												
<small>Prepare for each short listed opportunity. Several of the boxes will be needed to be revisited after segment selection and may initially only be filled out in estimate form.</small>																												
1 Partner Alignment & Project Objectives																												
1.1 Partners																												
1.1a	Retailer																											
1.1b	Manufacturer																											
1.2 Summary of Collaborative CRM Opportunity:																												
1.2a	Target Shoppers																											
1.2b	Target Category/ Brands																											
1.2c	Shopper Behaviour Change																											
1.2d	Why this will drive Shopper loyalty / Shopper benefit																											
1.2e	Retailer & Manufacturer Benefits?	Retailer Benefits	Manufacturer Benefits																									
1.2f	Key Challenges/ Risks anticipated		Challenges & Risks Anticipated (e.g. trading issues)																									
1.2g	Financial summary		Selected Payback Period & Why / Costs	Financial Benefits / Net ROI over selected period																								
1.3 Outline Resource Planning																												
1.3a	Resource Check: Clear business strategies in place? CRM part of strategic intent? Resource available for C. CRM? Sufficient data available?																											
1.3b	Project Team	Who	Role	Who																								
1.3c	Who pays for what & how? (50/50 split?)																											
1.3d	Collaboration ground rules																											
1.4 Outline Project Plan																												
Activity	Owner	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Other
1	Partner Alignment																											
2	Segmentation / Scorecard																											
3	Strategy & Tactics development																											
4	Implementation																											
5	Review																											
1.5 Project Sign Off/ Sponsorship / Agreement to proceed																												
Retailer Sign Off		Manufacturer Sign Off																										
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Position:	Date:	Position:	Date:																									

- Working Tool

- Helps build a live proposal & summary for the Collaborative CRM project
- Facilitates the process and supports communication & sign-off for both partners
- Additional sections build on to this as we progress through the process

Partner Alignment & Objectives Stage

- Step 4 – Gain commitment to complete the project



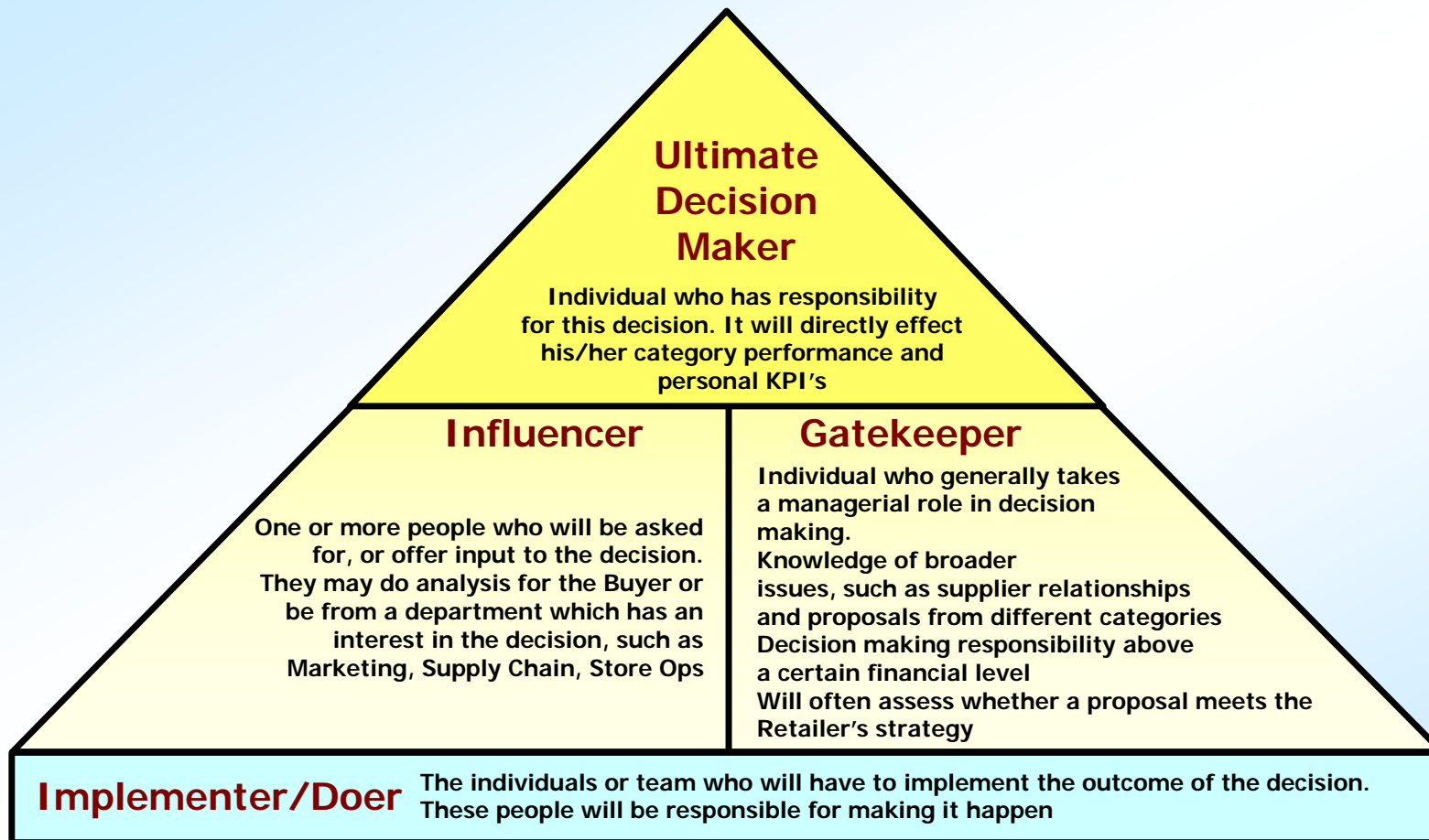
Key Consideration:

- Ensure there is senior commitment from the stakeholders and decision makers in the retailer and manufacturer
- This is a 'go – no go decision' point

Tools:

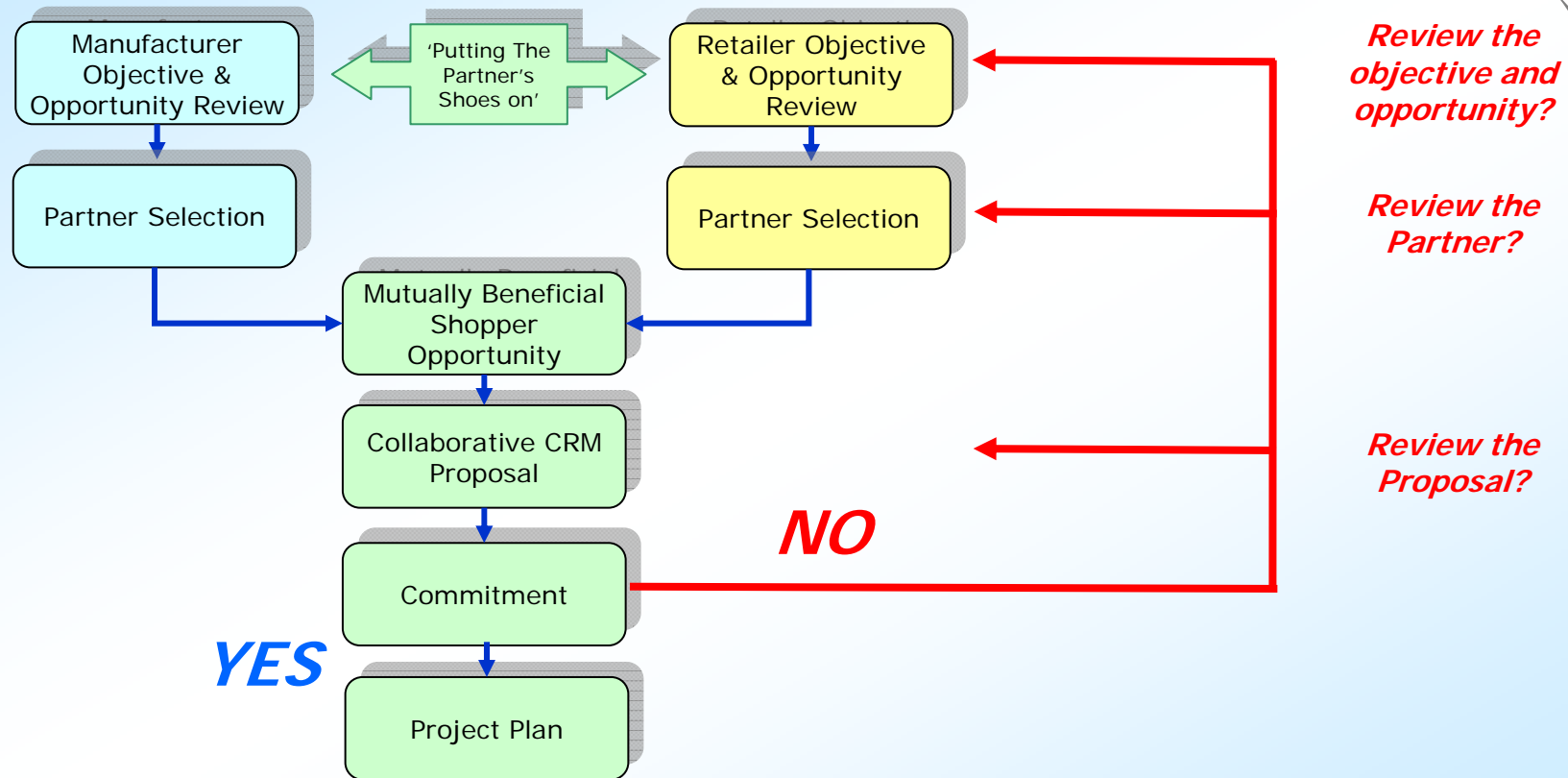
- Use the decision mapping tool to identify the relevant people and key messages
- If the response is no then loop back into the process to refine the approach

Identify Roles in Decision Making



Partner Alignment & Objectives Stage

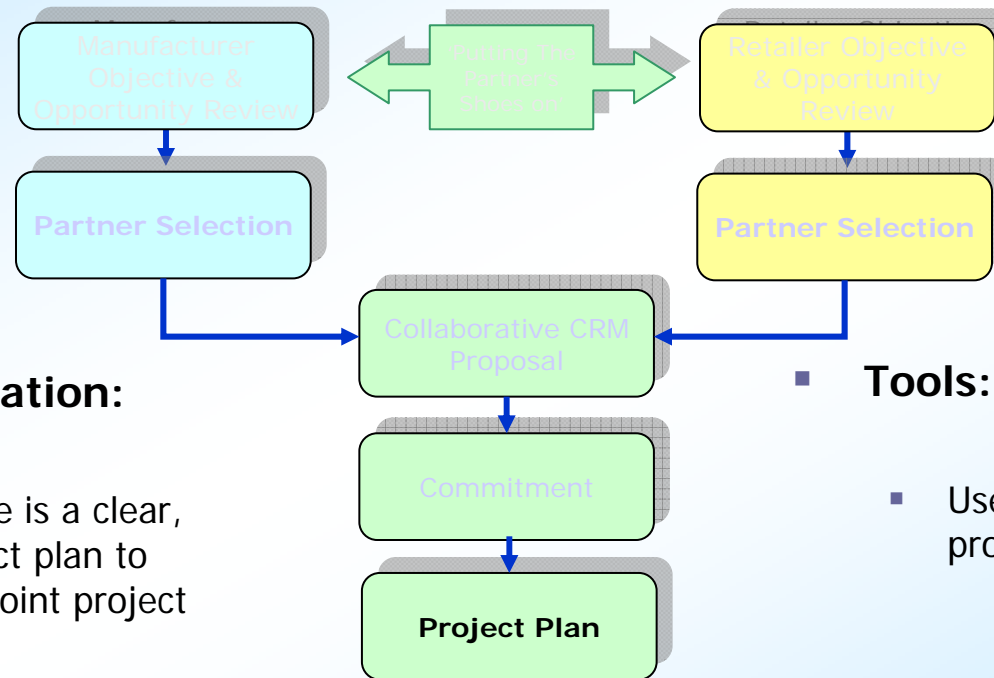
- If a no commitment is received loop back into the process



- What are the risks of failing to get commitment but continuing along the process?*

Partner Alignment & Objectives Stage

- Step 5 – Prepare the Project Plan



- **Key Consideration:**

- Ensure there is a clear, timed project plan to deliver the joint project

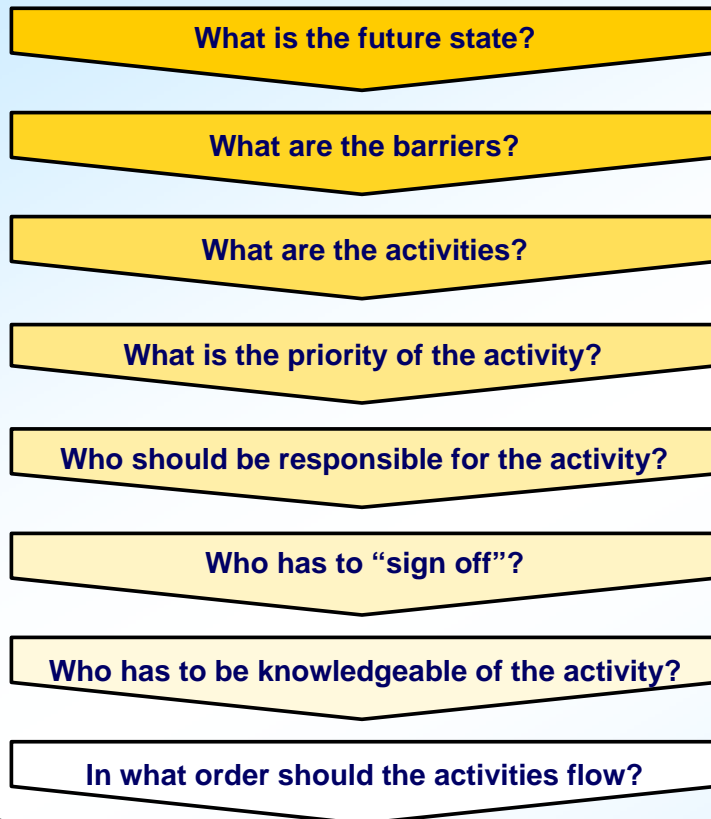
- **Tools:**

- Use the project planning process

Partner Alignment & Objectives Stage

- Prepare the Project Plan

Successfully constructing a critical path



Perspective: For each tactical area determine what it will “look like” at the end of the year.

Determine the primary barriers to achieving the future state.

Determine every activity required to overcome each barrier and accomplish the future state.

Determine if the activity is critical, important or just useful to achieving the tactic.

Decide who is best suited to do the work based on knowledge, skill or functional expertise.

Decide who has to provide tangible or intangible support so the work gets done.

Decide who has to be informed of the activity.

Times, days and dates - project timeline.

Partner Alignment & Objectives Stage

- Prepare the Project Plan

Collaborative - CRM Working Proposal

Prepare for each short listed opportunity. Several of the boxes will be needed to be revisited after segment selection and may initially only be filled out in estimate form.

1 Partner Alignment & Project Objectives

1.1 Partners

1.1a Retailer

1.1b Manufacturer

1.2 Summary of C-CRM Opportunity:

1.2a Target Shoppers

1.2b Target Category/ Brands

1.2c Shopper Behaviour Change

1.2d Why this will drive Shopper loyalty / Shopper benefit

1.2e Retailer & Manufacturer Benefits?

1.2f Key Challenges anticipated

1.2g Financial summary

1.3 Outline Resource Planning

1.3a Resource Check

1.3b Project Team

1.3c Who pays for what & how? (50/50 split?)

1.3d Collaboration ground rules

1.4 Outline Project Plan

1.5 Project Sign Off/ Sponsorship / Agreement to proceed

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- This is the Project Plan for the overall project

- Later in the process you will prepare a more detailed project plan for the implementation stage

1.4 Outline Project Plan

#	Activity	Owner	1	2	3	4	5	6	7
1	Partner Alignment	ABC & CDE	Green	Green	Green	Green	Green	Green	Green
2	Segmentation / Scorecard	Project Team					Orange	Orange	Orange
3	Strategy & Tactics development	Project Team							
4	Implementation	Project Team							
5	Review	Project Team							

Workshop – Partner Alignment & Objectives Stage – 02

The purpose of this workshop is to develop a CRM Working Proposal.

- **The Category is Desserts**
 - ◆ The Supplier is called 'Luxury Desserts'
 - ◆ The Retailer is called 'Superior Foods'
 - ◆ The competitor Retailer for 'Superior' is called 'Euro Foods'

- **In your pack you have information on:**
 - ◆ The Macro Trends overview
 - ◆ The consumer – shopper trends in your market
 - ◆ The retailer – market trends

- **The Tasks to be completed**
 - 1a) Summarise the consumer opportunities
 - 1b) Summarise the retailer and market opportunities

 - 2) Complete the following sections of the '**Collaborative CRM Working Proposal**'
 - a) Sections 1.2a to 1.2f
 - b) Section 1.3c – give some thought to this question.

- **You have 1 hour in your groups**
 - ◆ Please write your feedback on the flip charts, for group feedback

Collaborative - CRM Working Proposal

1 **Partner Alignment & Project Objectives**

1.1 **Partners**

1.1a Retailer

1.1b Manufacturer

1.2 **Summary of C-CRM Opportunity**

1.2a Target Shoppers

1.2b Target Category/ Brands

1.2c Shopper Behaviour Change

1.2d Why this will drive Shopper loyalty / Shopper benefit

1.2e Retailer & Manufacturer Benefits?

1.2f Key Challenges anticipated

1.3 **Financial summary**

1.3a Resource Check

1.3b Project Team

1.3c Who pays for what & how? (50/50 split?)

1.3d Collaboration ground rules

1.4 **Outline Project Plan**

Activity	Owner	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Other
Partner Alignment	MR, K, LR																											
Signification / Scorecard	Project Team																											
Strategy & Tactics development	Project Team																											
Implementation	Project Team																											
Review	Project Team																											

1.5 **Project Sign Off/ Sponsorship / Agreement to proceed**

Retailer Sign Off

Manufacturer Sign Off

Position: _____ Date: _____

Position: _____ Date: _____

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Workshop – Partner Alignment & Objectives Stage – 02

Luxury Desserts Profile

- **What is the brand?**
 - A premium ice cream, positioned as 'better than the ordinary ice cream'
 - It is available in 1l & 2l 'Family packs', hand held single packs, and 'hand held' multi packs
 - Its is priced at a 10% premium to the category average price point

- **What is its USP?**
 - ◆ "A Better Tasting Ice Cream, for you and your family"

- **Target Consumer:**
 - ◆ Families – any age

- **Brand Support Details**
 - ◆ Advertising – Communicate the better tasting family positioning
 - ◆ In Store:
 - Aiming to increase weight of purchase through:
 - **Multi save activity on 1l & 2l & Hand Held Multi packs**
 - Aiming to build trial through:
 - **In store sampling of 1l & 2l – 'Demonstrate the great taste'**
 - **Feature and display on Hand held multi packs - secondary chillier sites etc**

Workshop – Partner Alignment & Objectives Stage – 02



Superior Foods - Corporate Mission & Strategies

Superior Foods' Mission

To exceed our customer's expectations by delivering the best value. This will be accomplished by:

- Delivering the highest overall value to customers through superior quality, variety, and price versus major competitors.
- Providing our customers with excellence in service with well-staffed stores, and knowledgeable, friendly associates.

Overall Marketing Strategy

To position ourselves as the store of choice to our target customer by offering a superior combination of value, service, selection, and high quality products at competitive prices.

Consumer

- Focus on increasing sales from our existing customers.
- Target customer is female, 25 - 45 years old, shopping for a household of 3+ people, with annual household income €50,000 – €65,000.
- Focus on helping shoppers fulfill their Grab & Go and Stock-Up missions in our City Centre and Country stores

Specific Marketing Strategies

Store Format Strategy: Our typical store is a large, full service store that offers a wide variety of departments, including service deli and bakery and leading quality perishables. We will capture the needs of certain demographic groups and also capitalize on visit-specific shopper missions through store clustering.

Range Strategy: Leadership in the area of quality perishables. We will also have the leading brand variety in the market. We will be first in the market with new and specialty items.

Pricing Strategy: Our strategy is high-low pricing. We offer customers fair competitive prices, along with advertised specials and value-added promotions.

Promotion Strategy: Our consumer messages emphasise quality, service, selection, and price. Target marketing through direct mail. Specific discounts are offered to our Loyalty card shoppers (new programme).

Merchandising Strategy: Shelf and store merchandising will reflect our quality, freshness and selection. Our shelf layouts will be based on consumers shopping decisions, thereby enhancing ease of shopping.

Distribution Strategy: We will operate our distribution centers to ensure product moves from manufacturers to our stores reliably at the lowest possible cost.

Workshop – Partner Alignment & Objectives Stage – 02

Macro Trends Overview

- **The Desserts Category is suffering from severe pressure in store**
 - ◆ The amount of category space is reducing
 - ◆ The number of promotional opportunities are decreasing
- **Retailers are increasingly seeing the category as 'old fashioned'**
 - ◆ They are placing more emphasis and effort behind other categories such as fruit, yoghurt and healthy desserts
- **The challenge for the suppliers in Desserts is to:**
 - ◆ Make the category more appealing to retailers
 - ◆ Stop the erosion in space and range
 - ◆ Build value into the category

Workshop – Partner Alignment & Objectives Stage – 02

Consumer – Shopper Trends

Consumer – Shopper Trends	Insight	Summarise the Opportunity
Demographic Trends		
Household Penetration	<ul style="list-style-type: none"> ▪ Ice cream is purchased by nearly all households (95.7%) and this is not growing ▪ Superior is losing penetration in total packaged ice cream (index 98 vs. previous year) ▪ Superior is losing penetration in hand held multi packs (index 90), whereas Eurofoods are growing (index 107) ▪ Superior are losing penetration on 'Luxury Desserts' whereas Eurofoods are growing penetration 	
Buying Rate		
Transaction Size	<ul style="list-style-type: none"> ▪ Superior are seeing transaction size in € decline (index 97), but are growing units (index 103) in total ice cream ▪ This is being driven by lower than market growth on hand held multi packs 	
Frequency		
Loyalty	<ul style="list-style-type: none"> ▪ Superior are showing lower than market growth in loyalty top the total ice cream category (0.1% growth vs. market at 0.7%) ▪ This is being driven by hand held multipack loss in loyalty (-1.5%) 	

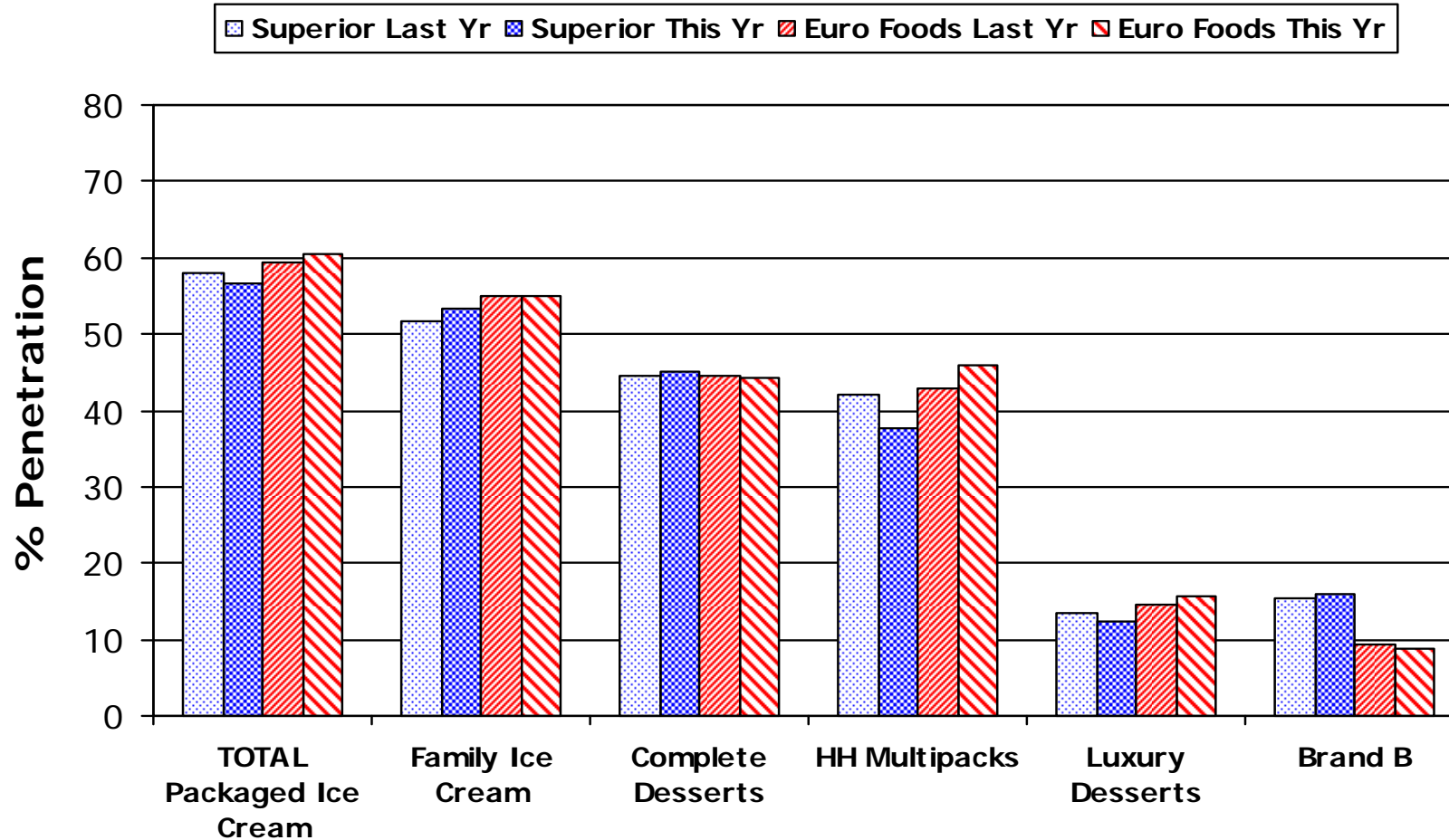
Workshop – Partner Alignment & Objectives Stage – 02

Demographic Profile Grid

	% of HH's Market	% of HH's Superior Shoppers	Packaged Ice Cream - Superior Foods		
			% of Segment Value(€) - Superior	Index to '% of HH's Market'	Index to '% HH's Superior Shoppers'
INCOME LEVEL					
Low- Middle	21.0%	21.5%	18.7%	89	87
Middle	45.6%	50.6%	51.2%	112	101
Higher	33.4%	27.9%	30.1%	90	108
HOUSEHOLD SIZE					
1&2 Member	62.9%	62.8%	53.4%	85	85
3 Member	15.7%	15.6%	15.8%	101	101
3+ Member	21.4%	21.6%	30.8%	144	143
HEAD OF HH AGE					
25-34	24.0%	23.1%	24.0%	100	104
35-55	51.5%	50.0%	58.0%	113	116
55 and over	24.5%	26.9%	18.0%	73	67
NUMBER OF CHILDREN					
0-1 Child	70.6%	71.9%	64.8%	92	90
2 Children	19.8%	18.9%	23.4%	118	124
3+ Children	9.6%	9.2%	11.8%	123	128

Workshop – Partner Alignment & Objectives Stage – 02

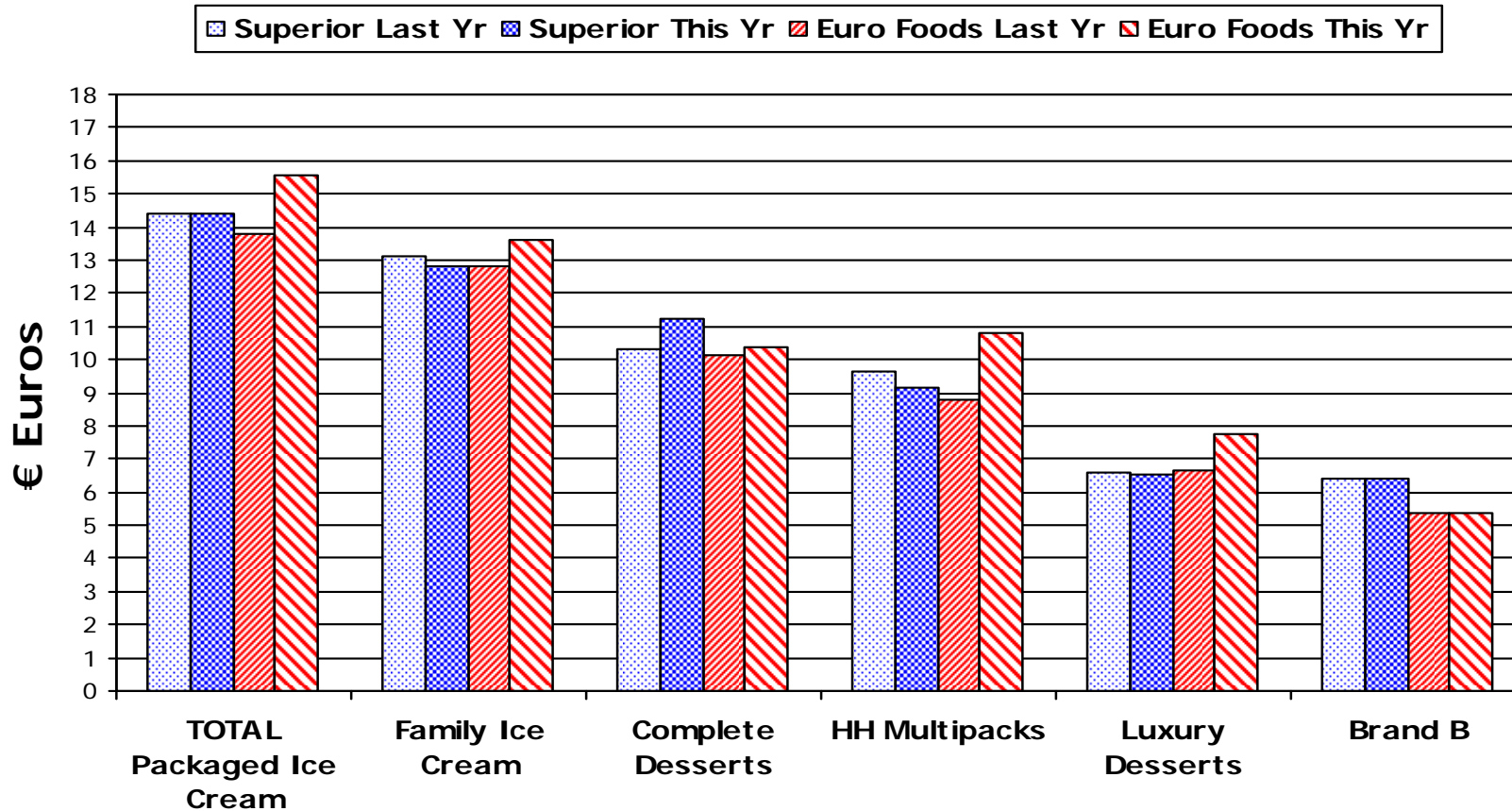
Household Penetration Analysis - %



Total Market Vs LY	95.7%	86.6%	73.6%	69.4%	32.1%	24.1%
	-1%	-1%	-5%	+4%	+2%	0%

Workshop – Partner Alignment & Objectives Stage – 02

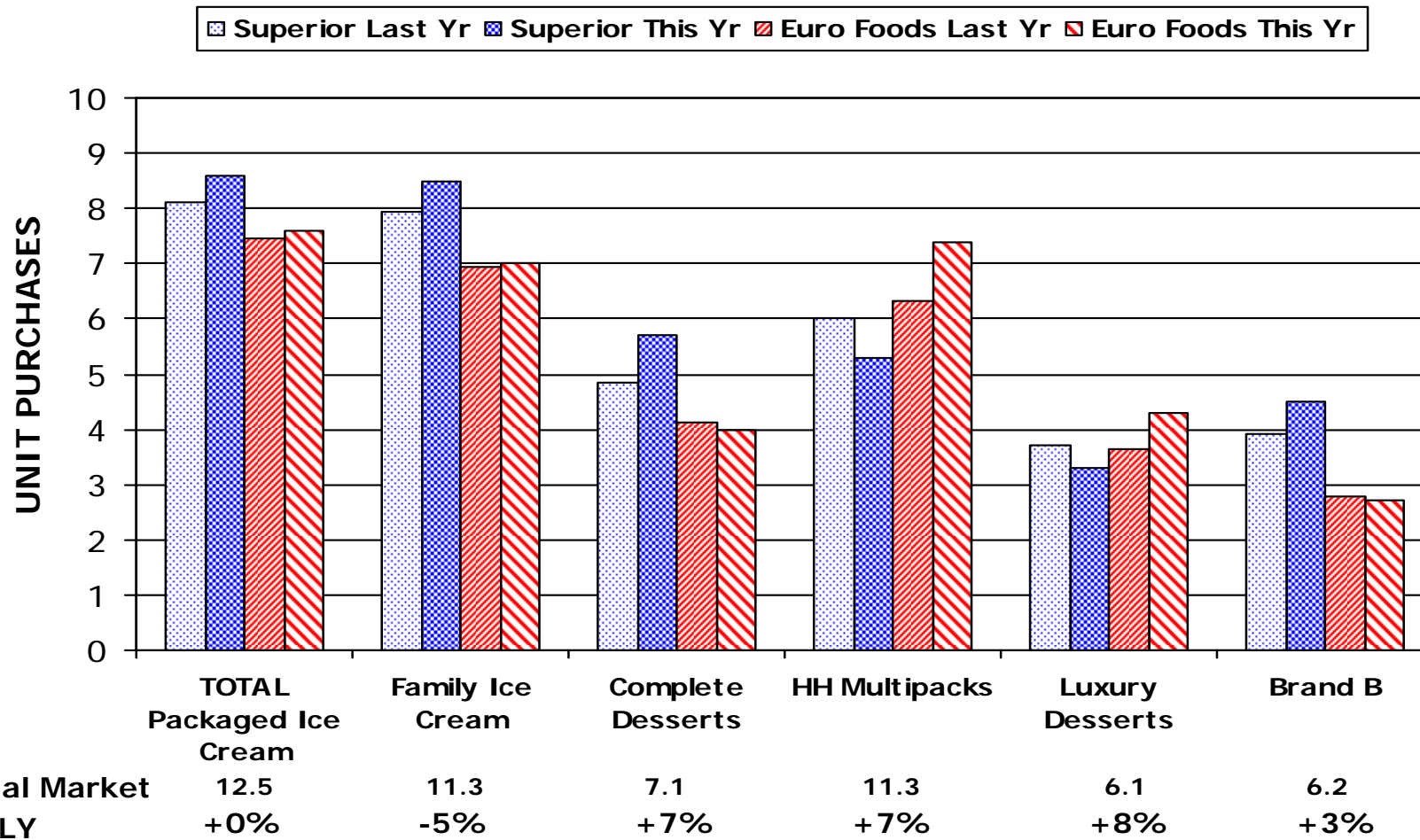
Annual Average Purchases – €'s



Total Market	€23.58	€20.07	€16.87	€16.73	€11.54	€10.6
Vs LY	+6%	-1%	+4%	+14%	+8%	+7%

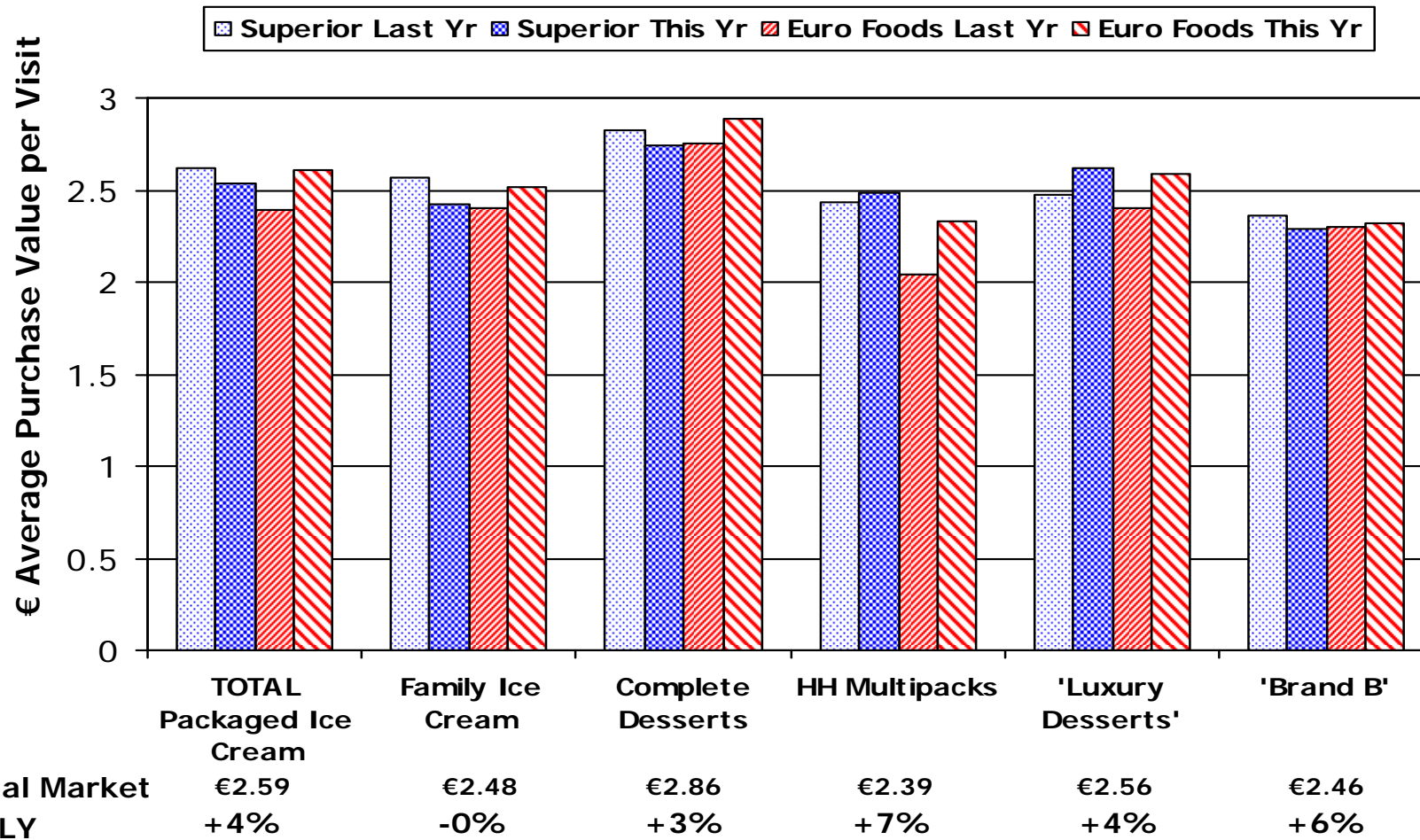
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Annual Average Purchases – UNITS



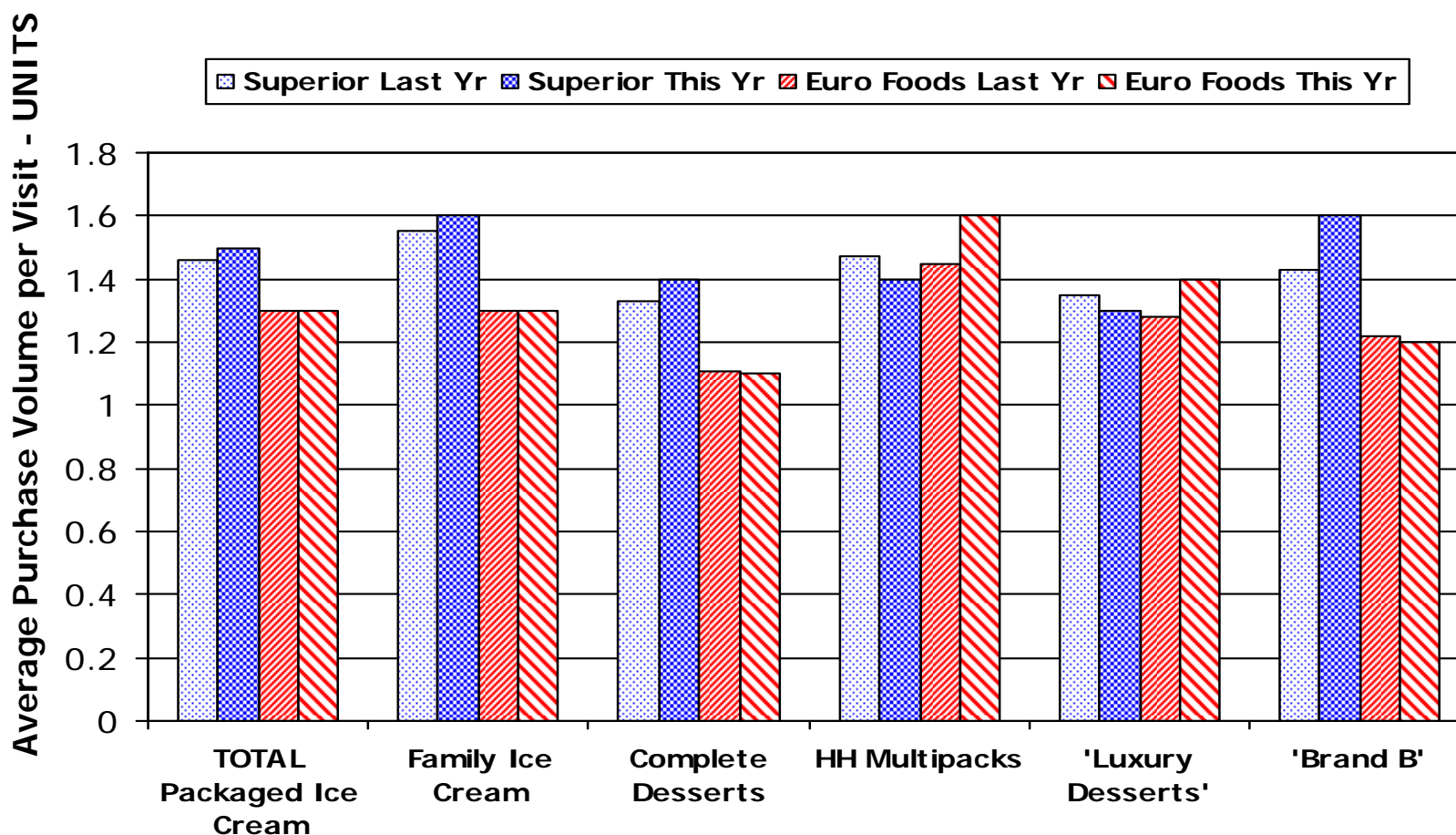
Workshop – Partner Alignment & Objectives Stage – 02

Transaction Size – Average Purchase Value per Visit - €



Workshop – Partner Alignment & Objectives Stage – 02

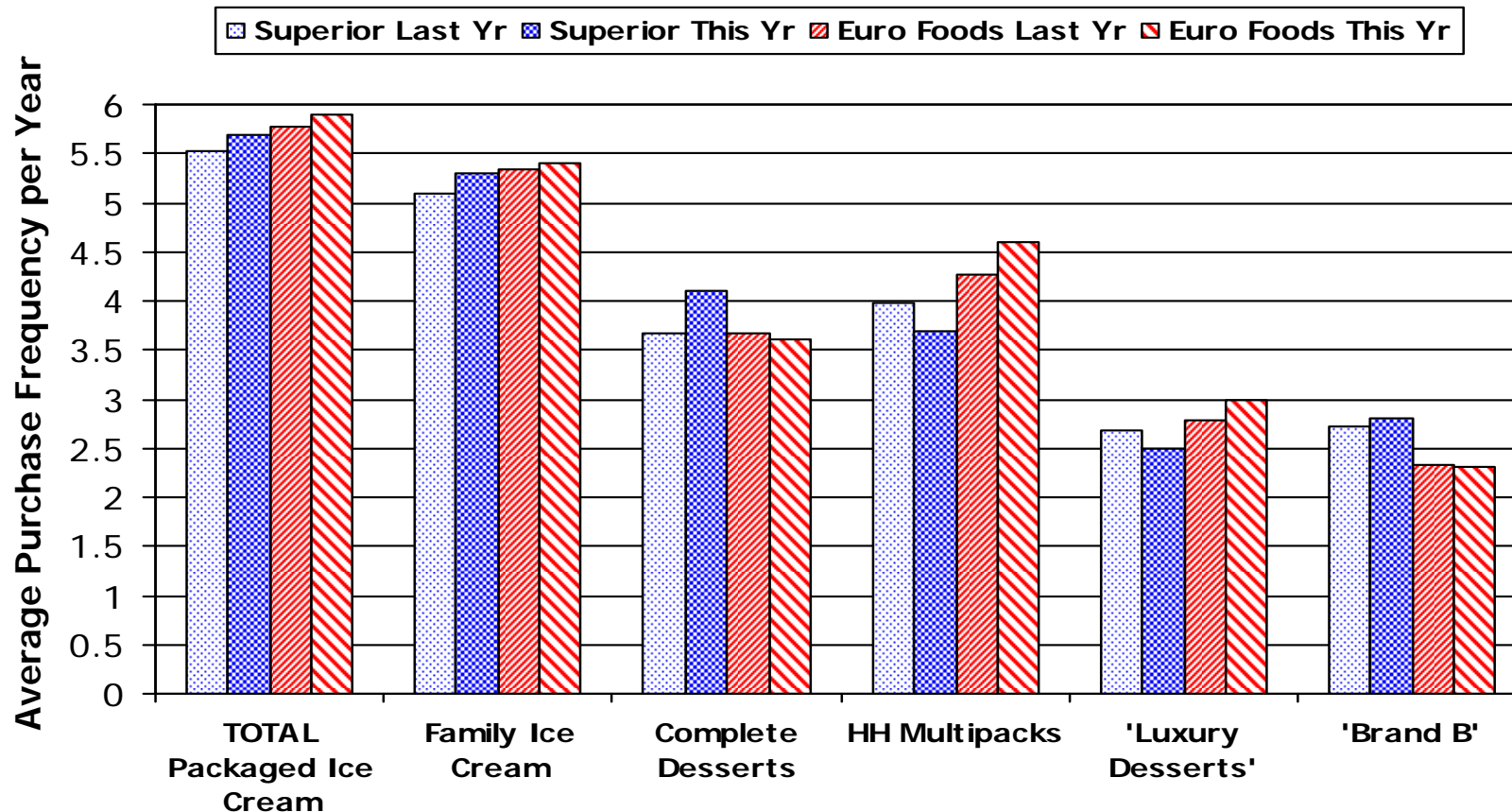
Transaction Size – Average Volume per Visit - UNITS



Total Market	1.4	1.4	1.2	1.6	1.4	1.4
Vs LY	-2%	-4%	+6%	+1%	+4%	+2%

Workshop – Partner Alignment & Objectives Stage – 02

Purchase Frequency



Total Market
Vs LY

9.1
+2%

8.1
1%

5.9
+1%

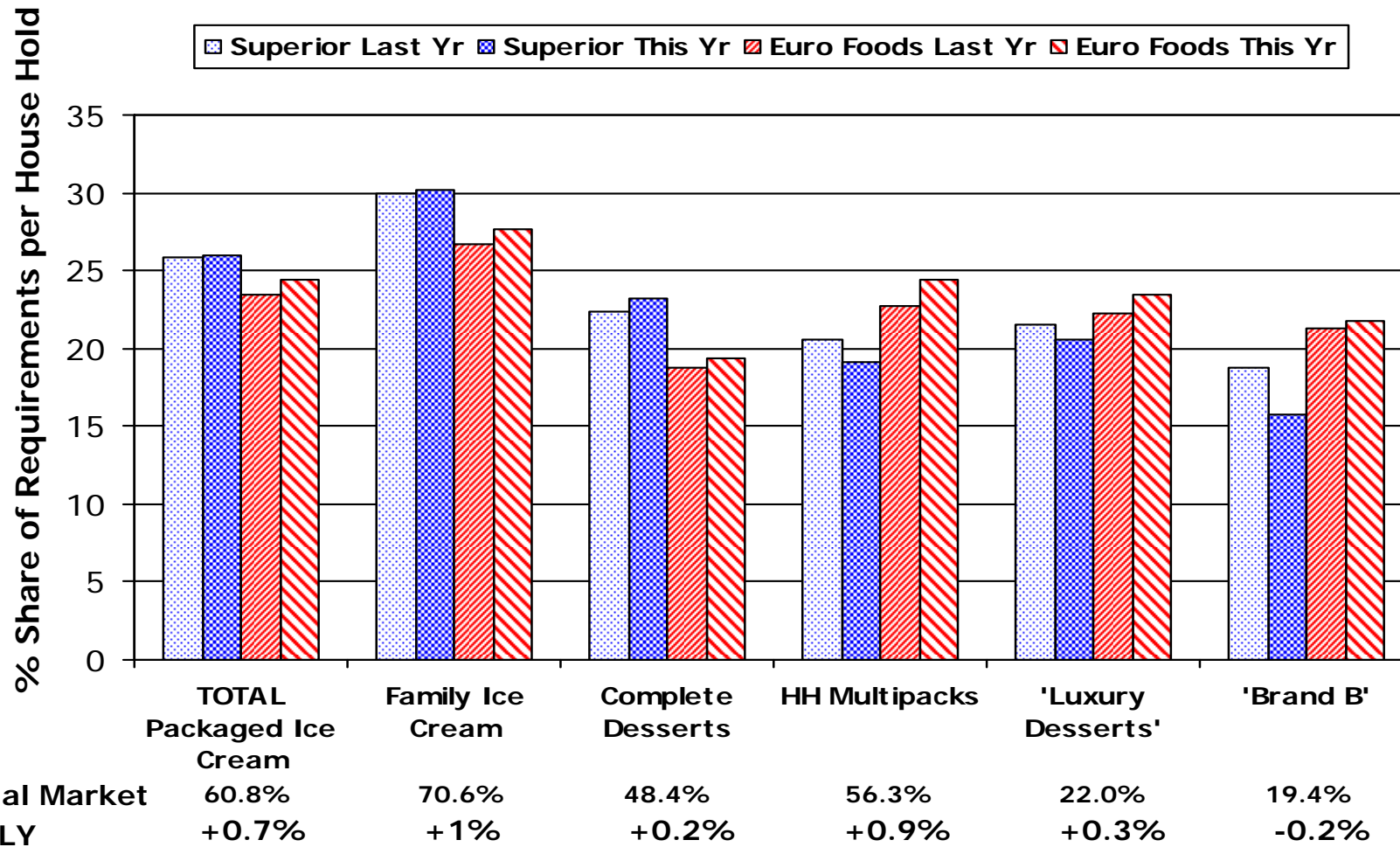
7.0
+6%

4.5
+4%

4.3
+1%

Workshop – Partner Alignment & Objectives Stage – 02

Loyalty – Share of Requirements



Workshop – Partner Alignment & Objectives Stage – 02

Retailer – Market Trends

Retailer – Market Trends	Insight	Summarise the Opportunity
Sales Value Trends	<ul style="list-style-type: none"> Total category sales are increasing by 2% Superior growth is behind the market (index 101) This is being driven by slower than market growth on handheld multipacks (Index 94), in particular Luxury Desserts Brand (index 91) 	
Sales Volume Trends		
Market Share Trends		
Market Gap Analysis	<ul style="list-style-type: none"> Superior could realise €10m if they achieve 'fair share' in hand held multipacks ice cream Luxury Desserts brand can provide €8m of that growth 	

Workshop – Partner Alignment & Objectives Stage – 02

Sales Value Trends

	Market		SUPERIOR FOODS		EURO FOODS	
	Total Sales (€000's)	Index vs Last Year	Total Sales (€000's)	Index vs Last Year	Total Sales (€000's)	Index vs Last Year
PACKAGED ICE CREAM	€566,499	102	€147,958	101	€186,229	107
Ice Cream	€217,880	99	€61,976	103	€73,465	98
Complete Desserts	€191,965	101	€52,436	105	€58,930	102
Hand Held Multipacks	€156,654	107	€33,546	94	€53,834	128
<i>Total 'Luxury Desserts'</i>	€135,960	103	€29,888	91	€50,282	112
<i>Total Brand B</i>	€101,970	98	€32,403	103	€24,955	97

Workshop – Partner Alignment & Objectives Stage – 02

Sales Volume Trends

	Market		SUPERIOR FOODS		EURO FOODS	
	Total Volume (000's)	Index vs Last Year	Total Volume (000's)	Index vs Last Year	Total Volume (000's)	Index vs Last Year
PACKAGED ICE CREAM	355,114	100	94,033	100	112,297	104
Ice Cream	138,991	94	39,189	104	45,194	95
Complete Desserts	125,200	103	32,497	110	37,630	101
Hand Held Multipacks	90,924	105	22,347	89	29,473	119
<i>Total 'Luxury Desserts'</i>	<i>85,227</i>	<i>103</i>	<i>18,995</i>	<i>87</i>	<i>30,320</i>	<i>114</i>
<i>Total Brand B</i>	<i>63,921</i>	<i>99</i>	<i>20,593</i>	<i>107</i>	<i>15,048</i>	<i>92</i>

Workshop – Partner Alignment & Objectives Stage – 02

Competitive Market Shares & Category/Brand Development

	Superior Foods - Grocery Share 28%				Euro Foods - Grocery Share 32%			
	% Market Share	% Market Share Last Year	+/- Share Change	CDI	% Market Share	% Market Share Last Year	+/- Share Change	CDI
PACKAGED ICE CREAM	26.1%	26.4%	-0.3	93	32.9%	31.5%	1.4	103
Ice Cream	28.4%	27.5%	0.9	102	33.7%	34.1%	-0.4	105
Complete Desserts	27.3%	26.5%	0.8	98	30.7%	30.5%	0.2	96
Hand Held Multipacks	21.4%	24.5%	-3.1	76	34.4%	28.8%	5.6	107
				BDI				BDI
<i>Total 'Luxury Desserts'</i>	22.0%	24.9%	-2.9	84	37.0%	34.0%	3	113
<i>Total Brand B</i>	31.8%	30.2%	1.6	122	24.5%	24.7%	-0.2	74

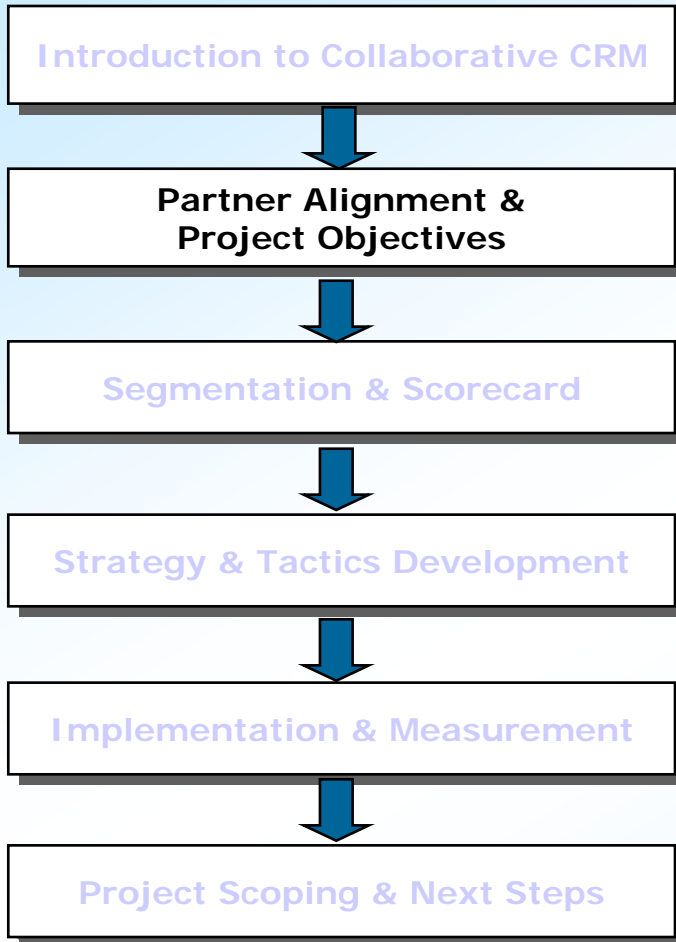
Workshop – Partner Alignment & Objectives Stage – 02

Market Share Gap Analysis

	Superior Foods - Grocery Share 28%					
	Superior Sales (€000's)	12month Market Share	Share Point Gap	Value of ONE Share Point	€ Sales Gap (€000's)	% Market Growth
PACKAGED ICE CREAM	€147,958	26.1%	-1.9	€5,665	-€10,764	2.0%
Ice Cream	€61,976	28.4%	0.4	€2,179	€872	-1.0%
Complete Desserts	€52,436	27.3%	-0.7	€1,920	-€1,344	1.4%
Hand Held Multipacks	€33,546	21.4%	-6.6	€1,567	-€10,342	7.4%
<i>Total 'Luxury Desserts'</i>	€29,888	22.0%	-6.0	€1,360	-€8,160	3.0%
<i>Total Brand B</i>	€32,403	31.8%	3.8	€1,020	€3,876	-2.0%

Partner Alignment & Objectives Stage

- Purpose & Outcomes



The objective of this section was:

- To learn how to select the right partner to work with making sure it's genuinely in each other's interest
- To use the '**Collaborative CRM Working Proposal**' tool to engage your Partner, agree the business opportunity and plan the Collaborative CRM initiative.

At the end of this section you are be able to:

- Complete a Collaborative CRM proposal agreed by both retailer and manufacturer
- Develop a project execution plan

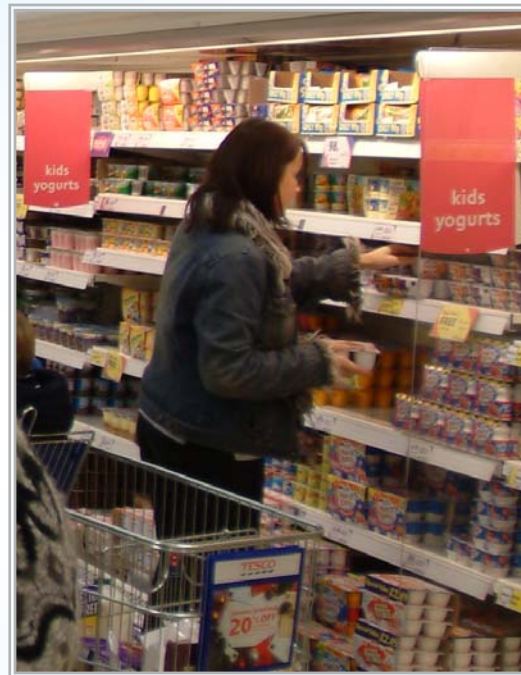


Collaborative CRM

- The Million Euro Shopper Question!

Ultimately, will our Collaborative CRM plans result in a positive, loyalty building experience for the Shopper?

- Positive, loyalty building experience from a brand perspective?



- Positive, loyalty building experience from a retailer perspective?