

# Human Nutrition BU: Commercial Effectiveness

Transformed commercial function from commodity order takers to active hunters with a differentiated value proposition

## Project Overview

## Deliverable Examples

### Client Context

- Our client's value creation remained concentrated in legacy Animal Nutrition platform with a 'mixed bag' of performance across recently acquired Human Nutrition platforms
- Within Human Nutrition, client's sales were declining while the market was growing, indicating a need to refine their go-to-market approach
- Lacked perspective on consumer needs and purchasing habits which resulted in limited ability to effectively market to customers
- Salesforce consisted of more "order takers" than hunters and needed to be trained in order to better deliver growth

### Approach

- Conducted consumer survey to better understand segments and their needs and purchasing habits
- Mapped headroom across channels and segments to identify target customers and areas of growth
- Developed value proposition and marketing materials to support salesforce in the marketplace
- Extensive training of salesforce to create customer specific game plans and presentations
- Developed processes and structure to support execution of project

### Outcome

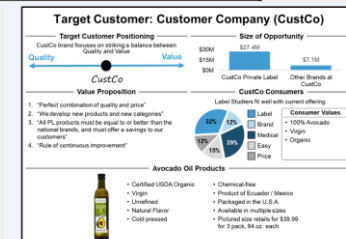
- Human nutrition performance improved from negative EBITDA to 12M+ run rate 18 months into implementation
- Our client's stock price almost doubled in the 2+ years as we worked together on multiple strategy and commercial effectiveness projects
- Eventually led to sale to a private buyer

### Headroom Market Map

\$mm accessible headroom	Avocado Oil					Total
	Medical Advice Followers	Make It Easy For Me	Price Buyers	Label Studiers	Brand Buyers	
Mass	11	16	13	6	10	55
Costco	10	5	4	10	11	39
Other club	8	10	5	3	1	26
Grocery*	14	14	14	10	3	53
Natural*	3	3	1	4	2	13
Direct	12	5	1	7	3	27
Other	10	4	8	8	1	30
<b>Total</b>	<b>66</b>	<b>56</b>	<b>44</b>	<b>46</b>	<b>30</b>	<b>242</b>

### Pipeline Development

Channel	Customer	Product	Size of Prize
Mass	MassCo	Avocado Oil	\$20M
Mass	MassCo II	Plant Protein	\$18M
Grocery	GrocCo	Krill, Avocado Oil	\$15M
Specialty	SpecCo	Plant Protein, Fish Oil	\$10M
Other	CustCo	Avocado Oil	\$10M
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### Account Summary: CustCo

Key Players & Customer Insights		
Key Player	What Matters To Them	Role
Andrew Harris	Looking for products that will be more than passing fads, that they can capitalize on at end of growth phase through	Director - Global Product Innovation
Jay Macomber	Detail and technically oriented - want to understand science behind product claims, impact in R&D and safety of any new product launches	Manager - Procurement / Purchasing
Scott DeWitt	Focus on target markets, still new offering, but want to make sure any new offering is considered worth-handy	Director - Global Marketing

**Areas of Focus**

- Avocado Oil for Skin Care: They are interested in the product and trend. Originally thought it was a fad, but more open to idea
- Avocado Oil for Cooking: Secondary interest, but will likely look for one supplier to meet all Avocado Oil needs