COMPETITIVE INTELLIGENCE

OVERVIEW & CASE STUDIES

The Talent Intelligence Company

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WHAT

Competitive Intelligence is the process by which TI helps companies retain top performers and recruit rising stars.

We provide exclusive employment trend reports, compensation and benefits benchmarking, organizational structuring comparison and assessment, employee value proposition assessment, and other intelligence reporting to optimize clients' HR processes

WHY

Human capital intelligence broadens our talent outreach by gaining insights to outperform the competition.

Using the intelligence, companies can develop organizational strategy, organizational structuring, employee value proposition, compensation and benefits.

BENEFITS

Competitive advantage gained by successfully engaging with talent in highly competitive markets

Enhanced employer market perception based on an understanding of the competition

Attraction of top talent by understanding competitor motivations and employee value proposition

Improved organizational structure and strategy from exclusive intelligence reports

EXECUTIVE SUMMARY: CLIENT ENGAGEMENT #1

PROJECT MISSION

A Client in the Consumer Packaged Goods industry has a need for competitive benchmarking to understand how other CPG companies (food, beverage, non-food) structure their teams to support Growth Channels and determining the factors that make them effective and successful.

SERVICES OUTLINE

- Define Mission
- Target Company Strategy
- Key Trends Report
- Organizational Structure
- Structural Overview
- Success Factors
- Critical Feedback
- Key Insights
- Next Steps

TARGETS: CLIENT ENGAGEMENT #1

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TARGET STRATEGY

The target company focus included CPG from food and beverage and non-food and beverage companies. We examined the target companies most relevant to this project, as well as the reasoning that other companies did not offer differentiation from how the Client is currently structured or lack of interesting variables that enabled them to set themselves apart from other CPG organizations.

TARGET COMPANIES

- Company A
- Company B
- Company C
- Company D
- Company E
- Company F
- Company G

After reviewing several CPG companies, the following organizations offer points of differentiation in growth channel strategy and organizational structures for the Client to consider when examining how best to address growth channel strategy internally: Company A Company B Company C

ELIMINATED TARGET COMPANIES

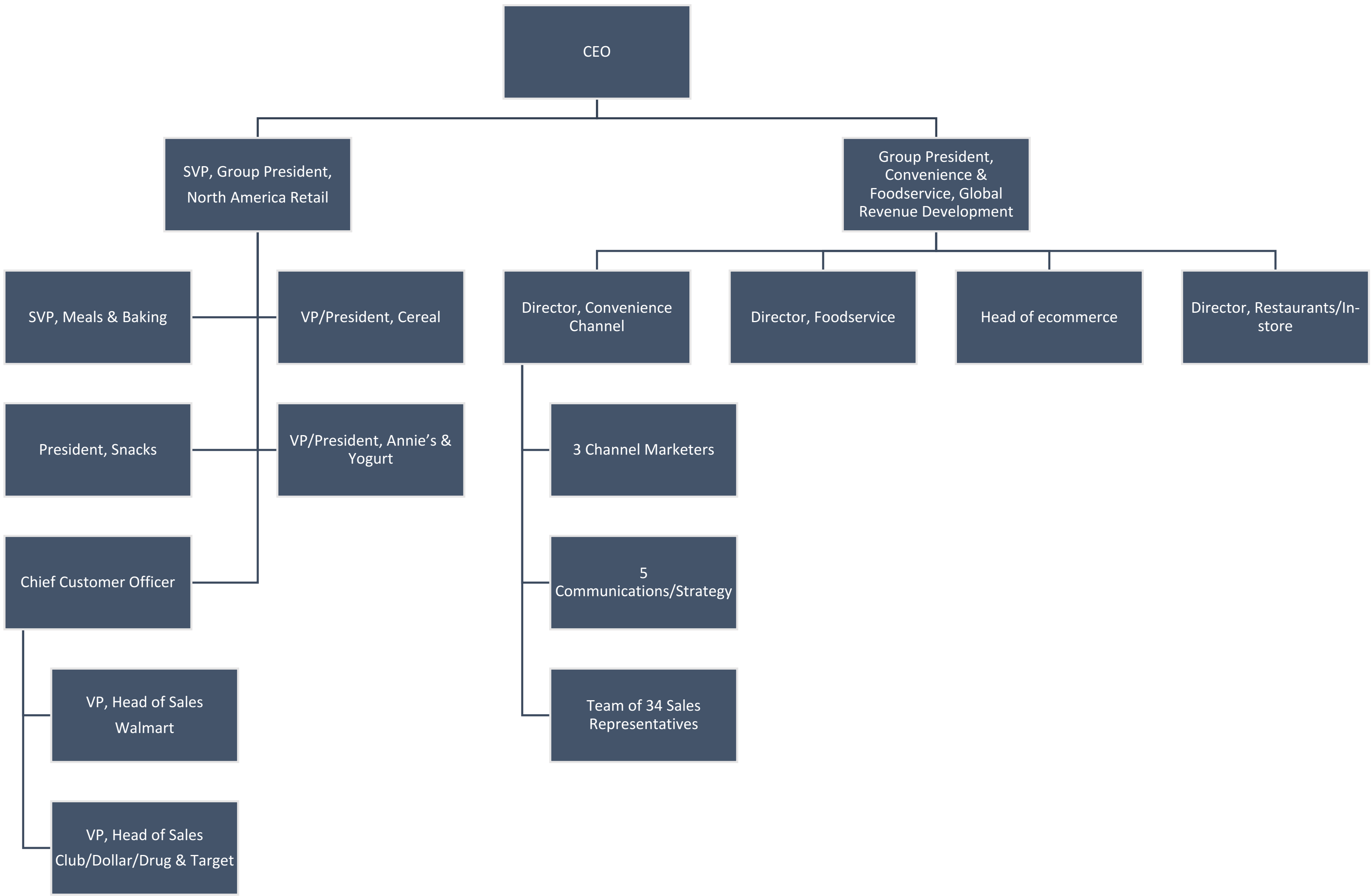
- Company D: Structure too similar to Client's. Determined no differentiation and removed from further research consideration.
- Company E: Has restructured 3 times in the last 18 months. Company product alignment not consistent and company lacks consistent strategy for growth channels
- Company F: Has traction in growth channels, but one dimensional product portfolio makes is not interesting to pursue. Additionally, company lacks consistency across business units.
- Company G: Structure is less mature than peer CPG companies.

TRENDS: CLIENT ENGAGEMENT #1

TRENDS

- Treat Growth Channels as important as retail and not a “side business”.
- Most growth channels offer white space for many CPG companies. Align your strategy against the channels that optimize on your product portfolio.
- Build out competencies that align with growth channels and small format versus mass. A “one size fits all” mentality does not work for small format. The skills needed in traditional retail are identical to needs in growth channels.
- Align finance to support each business with FP&A that will enable the businesses.
- Merge sales strategy and marketing bringing together brand, innovation, PR, communications, website design, trade management and revenue growth.

COMPANY A ORGANIZATIONAL STRUCTURE: CLIENT ENGAGEMENT #1



COMPANY A: CLIENT ENGAGEMENT #1

STRUCTURAL OVERVIEW

In 2017, the company finalized a major restructure and a couple key appointments were made:

- John Doe became Head of Sales in January 2017
- Jane Doe became CEO in June 2017
- Previously the Sales organization was a standalone unit reporting into the former CEO. That group now sits under John Doe as the Head of Sales/Chief Customer Officer reporting directly into Sam Smith, President and Head of North America Retail. Additionally, Tim Jones, the former Head of US Sales, moved into his current role as the Group President, Convenience & Foodservice, Global Revenue Development overseeing sales for convenience, foodservice and ecommerce.

A major motivation by senior leaders to structure Convenience, Foodservice and ecommerce under Tim was to group together segments of the business for two main reasons:

- Gain market share in areas where they had the largest opportunity to grow
- Bring together segments of the business that push product innovation in their own segments that could have success across the broader organization

Additionally by bringing the Sales organization under North America Retail making the Chief Customer Officer peers with the President of the business units (Meals, Snacks, Yogurt, Cereal), the new structure created businesses and a sales organization that is better aligned and much stronger on an execution level. It removed some of the influence the sales organization felt they had on corporate strategy previously.

COMPANY A: SUCCESS AND CRITICAL FEEDBACK

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INTERNAL PRIORITIZATION & SUCCESS FACTORS

Feedback thus far indicates that where they sit in the pecking order depends on the channel. Most channels (Drug, Dollar, Club) remain part of the US sales team structure. They feel part of the broader organization.

Multiple sources indicated that the shift from Scott O'Neill to Jane Doe has helped advance the strategic thinking in terms of how General Mills evolved in CPG and how they tackle opportunities to advance and increase market share in areas like ecommerce.

One example is that as recently as three years ago, the former CEO did not subscribe to a larger investment in ecommerce and did not agree that food would have the impact it has in that space. As part of the current structure, ecommerce now sits under Sally Woods who is responsible for main centers of revenue growth including strategy around ecommerce.

CRITICAL FEEDBACK

The Convenience team feels it has been added to Foodservice and it has secondary prioritization. They feel they have a great opportunity given they are broadening their efforts in the Convenience channel in ways they have not before, meaning not sticking to the center of the store as the only revenue drivers. They also feel they have strong leadership with the segmentation and alignment under Tim Jones. That being said, they feel under resourced compared to other channel teams.

Drug/Dollar has indicated it feels less of a priority compared to Club in its group. Multiple individuals indicated that the Drug/Dollar channel might be better served being aligned with Convenience since they focus on a certain price point and customer segment. It could also strengthen the influence of that group.

KEY INSIGHTS & NEXT STEPS: CLIENT ENGAGEMENT #1

The Client has insulated most of its Channel businesses within the North America Retail organization. Convenience has been grouped with Foodservice under Tim Jones to invigorate both businesses. Due to its structure, Convenience does not feel as supported as other areas of the channel business does and feels that it has to fight for internal visibility.

The decision to bring the previously standalone sales unit under the President of North America and create a shared strategic partnership with the business units appears to have internal buy-in. Sales preferred to have a direct line into the CEO, but the new structure allows for higher degree of benefits in the long-term. There is a lot of trust in Tim Jones to help push the Convenience & Foodservice businesses beyond their current capabilities. Additionally he is tasked with determining how to increase market share from an ecommerce perspective.

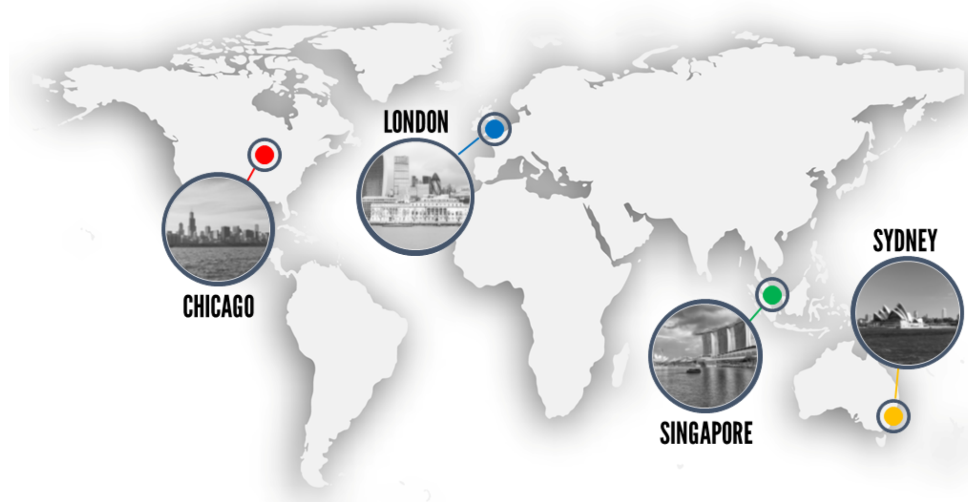
Next Steps:

Additional conversations confirmed with individuals from the Club and Dollar channels and senior members of broader sales and marketing teams to validate initial findings.

ABOUT TALENT INTELLIGENCE

The Talent Intelligence Company

Talent Intelligence is a global consultancy that uses its expertise and experience to deliver a smarter approach to people. It enables some of the world's most dynamic businesses to find, recruit and retain people, powering their performance and giving them the commercial and competitive edge.



WE PROVIDE CLIENTS THE ABILITY TO:

- Transition to a more strategic approach to workforce planning, eliminating the need to work with search firms on a reactive basis
- Reduce costs by removing placement fees and replacing these with a one monthly transparent fee, from which an unlimited number of hires can be made
- Access a more diverse pool of talent for current and culture needs
- Benchmark internal talent against external talent, thereby differentiating performance potential
- Gain competitive intelligence that will help them understand how they are perceived in the marketplace, as an employer, a service provider and a brand

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