



# Andrew Mitchell: Strategic Impact at Fonterra Group

Navigating Complexity and Driving Growth  
in a Global Dairy Supply Chain (2004–2007)

GROUP STRATEGY & CORPORATE DEVELOPMENT PROFILE



# Executive Summary: Three Years of Strategic Architecture

From 2004 to 2007, Andrew Mitchell served as Analyst, Strategy and Growth for Fonterra Group, operating within the central strategic planning team to guide global acquisitions, divestments, and growth initiatives. He transitioned from rigorous econometric modeling to Board-level strategic influence, becoming the internal subject matter expert for global forecasting.

Card 1

**NZ\$20 Billion**

Revenue Scope

Strategy team support for the world's largest dairy exporter and global FMCG giant.

Card 2

**US\$2.2 Billion+**

M&A Value Modeled

Total value of initiatives analyzed, including the US merger project and Latin American expansion.

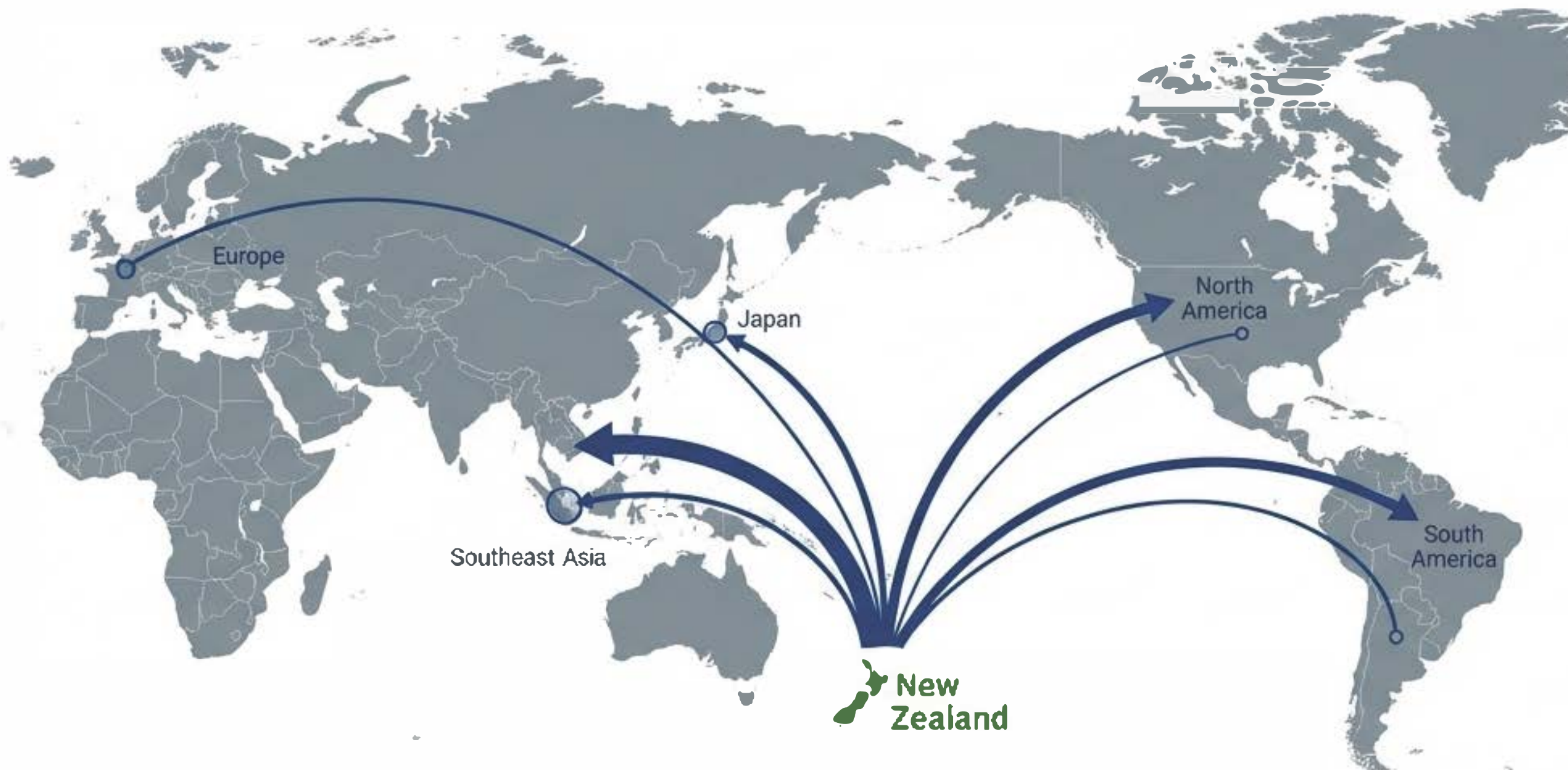
Card 3

**10-Year Horizon**

Strategic Planning

Developed 'Source of Truth' supply and demand strategies (2yr, 5yr, 10yr) adopted at the Board level.

# The Arena: Orchestrating Strategy for the World's Largest Dairy Exporter



## FONTERRA CO-OPERATIVE GROUP

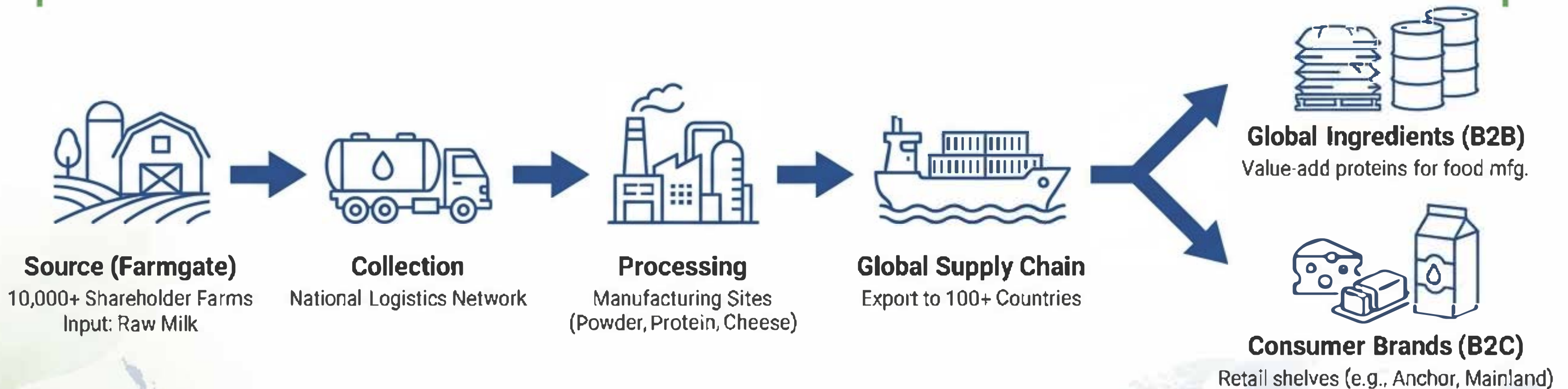
- 15,000 Staff Globally
- NZ\$20b Annual Revenue
- ~30% of World Dairy Exports

## Operational Duality:

1. Global Ingredients Trader (Commodities)
2. Consumer Goods Powerhouse (FMCG)

# The Value Chain: From New Zealand Pasture to Global Consumer

## Scope of Global Supply & Demand Strategy Review (Project Berlin)





# The Role: The Strategic 'Brain' of the Operation

**Analyst, Strategy and Growth** (Central Strategic Planning Team)

## Core Functions:



**Econometric Modeling:** Internal subject matter expert for global forecasting.



**Board Briefings:** Creation of Board Papers to drive executive decision-making.



**M&A Support:** Strategic problem solving for acquisitions, divestments, and growth.



# Strategic Pillar I: The US\$200m Latin American Expansion

## The Challenge

Fonterra sought to expand processing footprint outside NZ to secure South American milk pools. Required validating an investment thesis in a volatile emerging market.

## The Contribution (Project Green)

- **Analysis:** Researched comprehensive market profiles and built forecast models.
- **Strategy:** Developed 5-year regional strategy and investment case for US\$200m acquisition.
- **Outcome:** Delivered Board-level presentation underpinning the investment decision.





# Strategic Pillar II: The US\$2.0 Billion Merger Initiative

## Transformational US Market Strategy

### Context

The US market represented a critical region for high-value ingredients.

The initiative involved a massive **US\$2.0b** merger to consolidate market position.

### Deep Dive Analysis

- Conducted 'Global Ingredients market review' with specific US deep dive.
- Analyzed alternative strategies for expansion beyond the M&A target.

### Strategic Validation

Provided data-driven feasibility assessment of the merger against organic growth options.

**Scope: US\$2.0 Billion Merger Initiative**

# Strategic Pillar III: Optimizing the US\$70b Japanese Cheese Market

## Channel Conflict



## The Challenge

Managing tension between supplying local Japanese brands with ingredients while competing against them with Fonterra's own consumer products.

## The Strategy

- Conducted comprehensive commercial review of the Japanese cheese sector.
- Developed channel conflict strategy to maximize total value without cannibalizing key B2B relationships.



# A Portfolio of Strategic Interventions

## PROJECT BERLIN

Global Supply & Demand Strategy Review.

**Output:** Board paper and internal delivery of 2, 5, and 10-year strategies.

## PROJECT PURPLE

Global Ingredients Market Review ('Plan B').

**Output:** Internal decision paper on investment analysis.

## PROJECT RENEE

Australian Dairy M&A Playbook.

**Output:** Modeled **>A\$2B** in potential transaction values to guide regional consolidation.

## PROJECT SILVER

Due Diligence and Risk Mitigation.

**Output:** Uncovered significant financial instability in target, leading to revised structure and protecting firm value.

# The Analytical Engine: Rigorous Financial Modeling

Translating market insights into defensible financial architecture.



## Econometric Forecasting

Directed long-term planning models serving as the Group's "Source of Truth".



## Valuation Methodologies

Extensive use of DCF (Discounted Cash Flow), LBO (Leveraged Buyout), and Comparable Companies analysis.



## M&A Modeling

Developed operating, cash flow, and capital structure models to support transaction pitch books.



# Professional DNA: The Strategist's Toolkit

## FOUNDATION

Built upon a background in Corporate & Institutional Banking (ANZ) and academic rigor (Master of Commerce, A+ Thesis on Competitive Strategies).

## CROSS-FUNCTIONAL LEADERSHIP

Led reviews involving tax, reporting, and treasury functions to ensure synergy capture.

## STAKEHOLDER MANAGEMENT

Experience working with Group Financial Controllers, Division CFOs, and Treasury GMs to align P&L and Balance Sheet drivers.

## STRATEGIC COMMUNICATION

Authored 'Board Briefing Packs' and strategy discussion documents that challenged current pricing practices.



A large container ship is shown from an elevated perspective, sailing on a deep blue ocean. The ship is filled with stacks of colorful shipping containers in shades of red, blue, yellow, and green. The ship's wake is visible in the white water behind it. The sky is a pale blue with some light clouds.

# Defining a Period of Global Consolidation

Andrew Mitchell's tenure at Fonterra was characterized by the disciplined application of analytical rigor to high-stakes global ambiguity. From the US\$200m expansion in South America to the >A\$2B Australian M&A playbook, his work provided the strategic scaffolding for Fonterra's growth.

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