

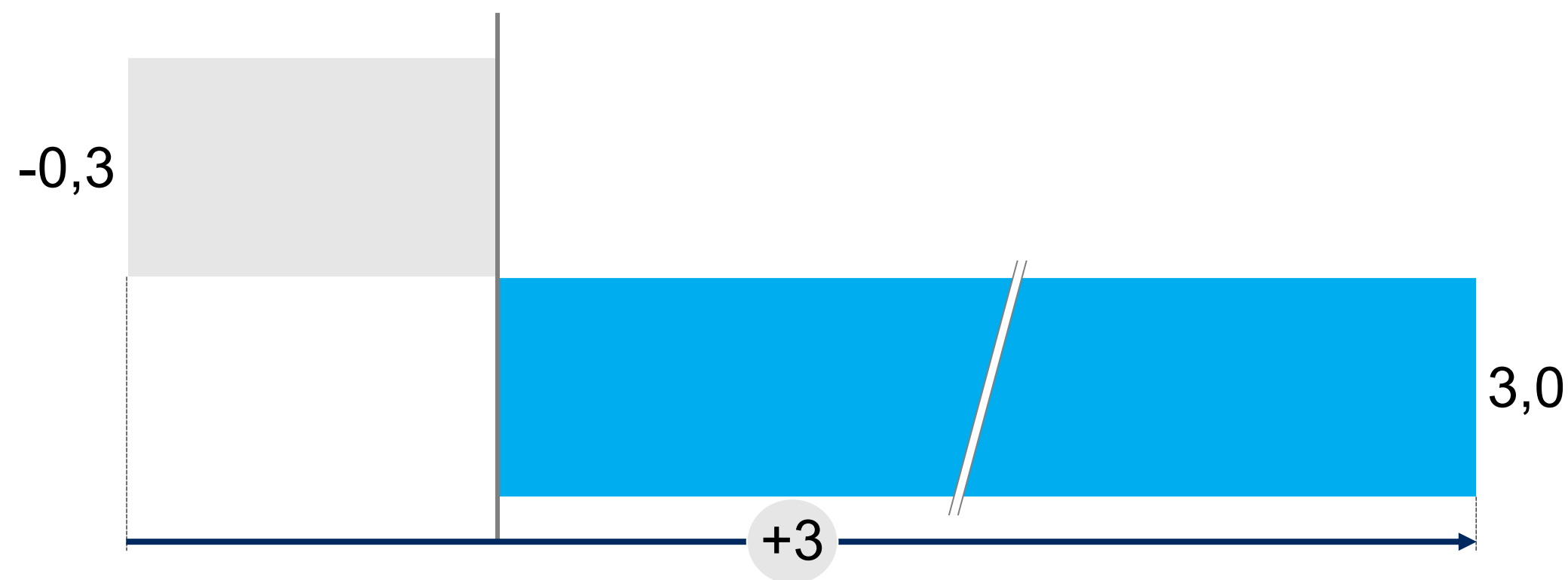
Quick win in pricing for B2B Agri client

Transformation of the Asia-Pacific focused B2B business enabled quick results

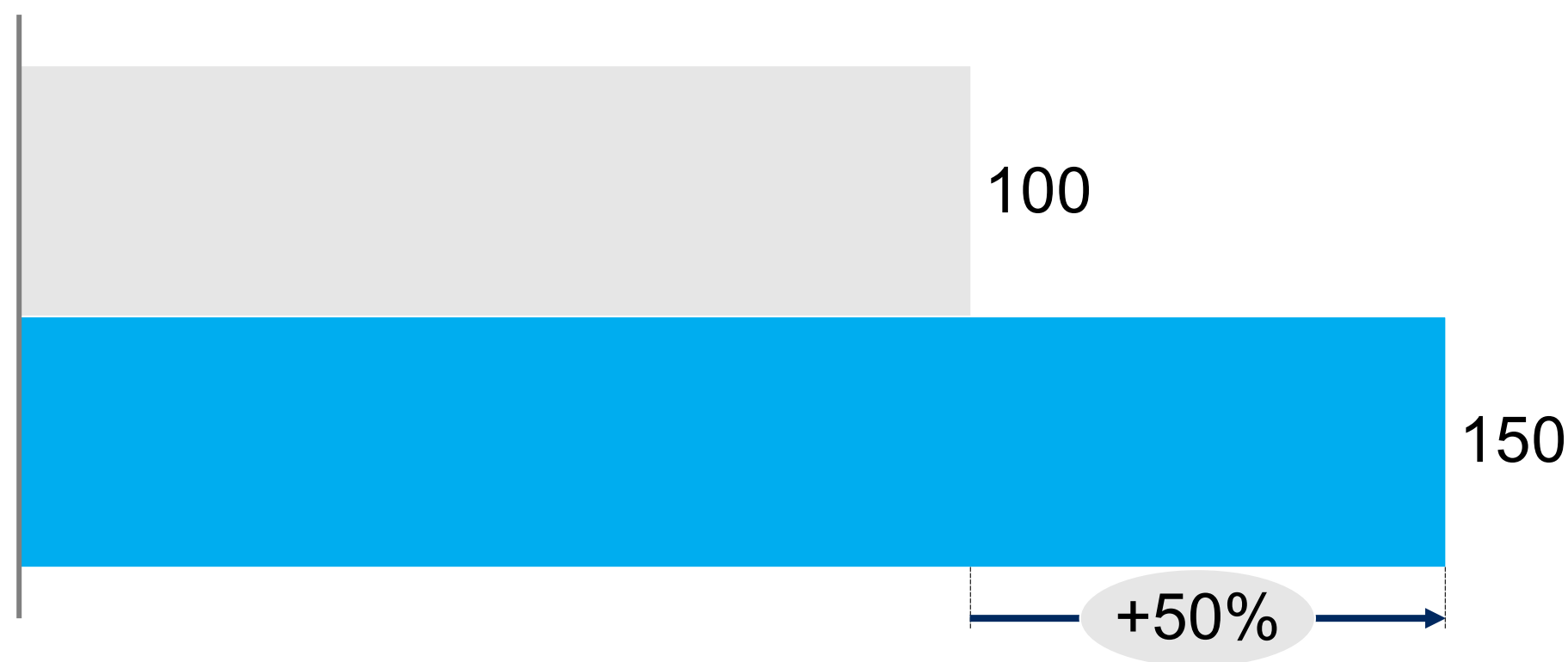
Transformation impact on the company metrics FY'16 to FY'17

FY'16 FY'17

Net profit increase
NZDm



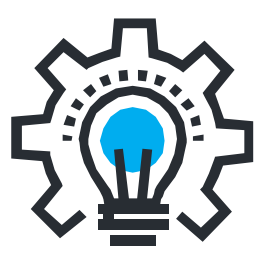
Increase in sales of specific biotech product
% to scale



This performance is driven by pulling Commercial RTS levers

Commercial lever

Example initiatives



Better understanding of customer needs, translated into clear value proposition

- Rapid assessment of customer needs helped to develop clear value proposition for the solutions, that could be easily communicated to client



Pricing for core products

- Analytical approach to pricing decisions (annual price reviews for the core products) helped to increase margin without negative effect on sales volumes



Capability building for salesforce

- Training for sales force on how to “sell solutions” and deliver value proposition, topped with specific products trainings (for complicated genetics products) resulted in sustained cross-sell rate



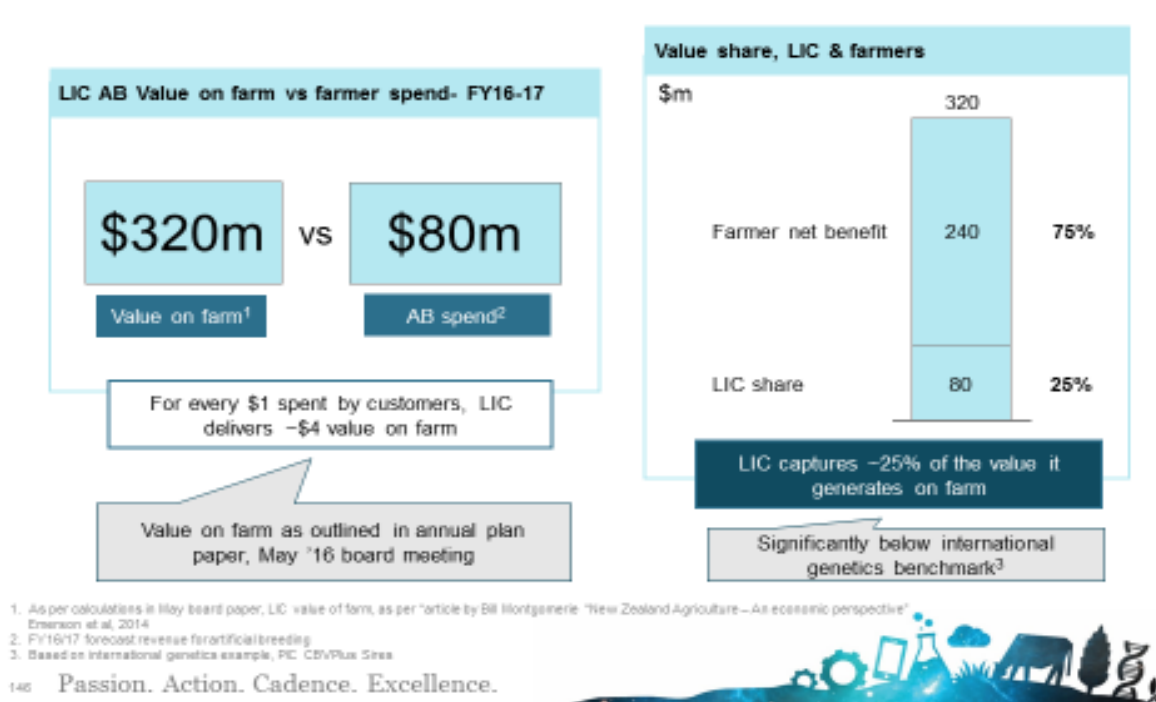
Performance management

- Change of the approach to target and KPI setting for the sales force

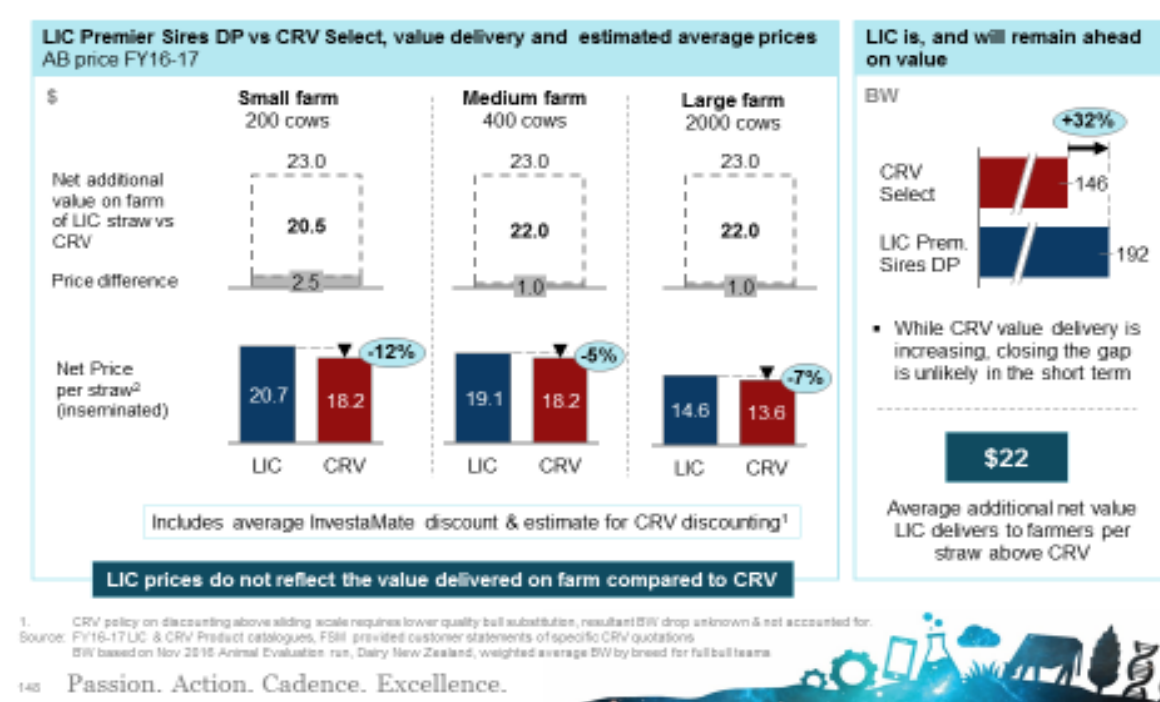
Rapid assessment of customer needs helped to create clear value proposition for core product

Leveraging an analytical approach to pricing, client managed to increase core product prices by 10% sustaining the sales volumes

LIC genetics currently delivers ~\$4 of value to farmers for each \$1 spent, and that ratio should be maintained



Our prices do not reflect that LIC genetics are, and will remain, significantly value-advantaged against main competitor in the near future



Sales force capability building was critical in ensuring successful communication of updated value proposition

2 Empower sales force			
Description	Key milestones and actions needed	Owner	DL
Educate sales force on LIC value story	<ul style="list-style-type: none">▪ Carry out territory meetings with sales force to deliver value story▪ Create simple one-pagers/cheat sheets for sales force on the value story (e.g. numbers, major messages, worked examples)▪ Set follow-up meeting in small groups (~3 • TM/SFSM) to share own key insights and messages, and practice value story role plays▪ Put all content on the shed, including role play videos	ME GH/NH GH/ME NH	24/1 14/2 00/2 3/2
Train sales force on solution selling and visit process	<ul style="list-style-type: none">▪ Proceed with TM/SFSM mastermind trainings on solution selling▪ Hold solution selling coaching sessions in small groups (TM/SFSM)▪ Develop "how to" guide for visitor/order process, around how to prepare, execute, close and follow up	GS GS TP	31/1 10/2 10/2
Develop sales force technical expertise	<ul style="list-style-type: none">▪ Update product book with one-pagers on all products▪ Hold monthly product specialist sessions	NH NH	14/2 N/A
Launch buddy system for peer-to-peer support	<ul style="list-style-type: none">▪ Pair up FSMs or FSRs, according to personality and style (TM)▪ Ask buddies to hold structured weekly touch points for peer support/coaching, solution selling exercise practice etc. and report outcome▪ Monitor progress, check outcomes & coach as needed (TM/SFSM)	TM/ME NHR TM	14/2 14/2 20/2
Set and share clear roles and expectations	<ul style="list-style-type: none">▪ Define roles and expectations at different sales levels▪ Clarify number and nature of sales force interactions	NHR NHR	3/2 3/2
Update key sales force tools and information	<ul style="list-style-type: none">▪ Update calculators: e.g. fee estimator, value story-related etc.▪ Add missing products to iPad order system (i.e. tags, heat detection, Genemark calf samples etc.)▪ Share RAS Isd/alpha catalogue at earliest possible date▪ Share internal pre-sales catalogue prior to sales season▪ Advertise catalogue in weekly bulletin/weekly video	GH GH GH GH ME	14/2 14/2 TBC 14/2 -
Inform farmers of value story	<ul style="list-style-type: none">▪ Develop farmer-friendly one-pagers for the value story, which can be shown to or left with farmers▪ Create short bluesize videos for farmers from ME/UH on value story▪ Complete "shed meetings" with farmers to deliver value story	GH/NH GH ?	14/2 14/2 ?