

RTS type of engagement (10 months+, AFA) for the Asian largest livestock company's processed food business

Client context

- **Largest livestock company in Asia** which was losing money in its processed food business
- **Processed food business has been viewed as a subsidiary of fresh meat business** to get rid of 'left-overs'
- Increasing pressure from the channels which are suffering from extremely thin margin and fierce competition **necessitated transformation**

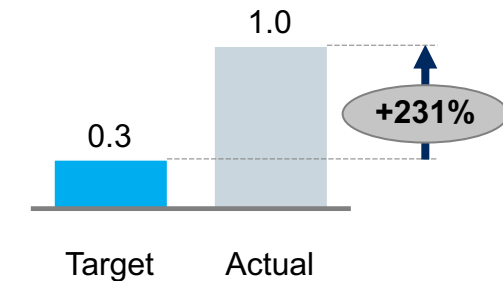
Approach

- **RTS type of engagement** with 13 initial initiatives for transformation, **eight of the initiatives were M&S related**
 - **Operations module and M&S module ran simultaneously** for the successful transformation
 - The M&S initiatives included;
 - Enhance **promotion capability**
 - **Product portfolio** rationalization
 - Withdraw from **loss channels**
 - **Data** based decision making
 - Increase **B2B** sales
 - **Repricing**
 - Revise **NPD** process
 - Vitalize **online** sales
 - **Package** redesign
 - **Overseas market** opportunity

Impact

Operating profit of 2016 1Q

billion



- **Overachieved operating profit target for the first quarter**
 - Recorded -1.1bil low for the same period last year
 - The impact from repricing was most immediate while some other initiatives were more long-term focused

Client name: X
Team set-up: X
Fees Structure: X

What was unique: X