

Animal Feed and Nutrition Company – Commercial Excellence and Revenue Management Opportunities (Asia-Pacific)

Client Situation	Key Activities	Impact
<p>Context</p> <ul style="list-style-type: none"> Client is a global provider of food agriculture, financial, Industrial products and services to the world We worked with the client's Animal Feed and Nutrition business where they develops, manufactures and markets a broad range of animal feeds and customized animal nutrition solutions directly to producers and through dealers in more than 25 countries Project was rolled out in Asia-Pacific as part of wave 2, after successful implementation in the US <p>What we did</p> <p>A 5-week diagnostic was conducted where a number of key stakeholders were actively engaged, data analyses were run to assess the business pricing and discount policies, visits to dealers/ farmers taken with client sales team and a pricing survey was also completed. This is followed by 6 weeks of implementation phase.</p>	<p>We applied a consistent framework to access client's pricing practices and identify opportunities.</p> <ol style="list-style-type: none"> 1. Set the Price 2. Get the Price 3. Organize to Win <p>Findings</p> <p>Eight opportunities for better revenue management were identified during the diagnostic phase</p> <ul style="list-style-type: none"> Establish and enforce a “tight” discount policy Develop a value-pricing toolkit (eg. increased pricing for customized products) Segment and actively manage product portfolio Improve large customer retention by focusing on key account management Improve new customer retention Increase transparency in cost-to-serve Reduce hidden logistics cost of inter/intra plant product shipments Improve pricing performance of bottom quartile 	<p>The top 2 initiatives by value were selected for implementation as part of Batch 1; the rest were earmarked for future implementation.</p> <p>Team has estimated a total potential impact from initiatives ~2-3 mn USD, with ~1.5-2 mn USD coming from Batch 1 initiatives.</p>