





# BUILDING MORE EFFECTIVE RELATIONSHIPS

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# Today's Business Relationships Are More Challenging

- The business environment has changed dramatically.
  - Past success does not ensure future success (“What Got You Here Won't Get You There”)
  - Sales strategies of the 70's, 80's, and 90's are not as effective today.
  - Many of today's buyers have little or no produce experience in the traditional sense.
  - Grower Return shows continued decline in many commodities
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# Today's Discussion

- What drives buyer decisions
  - Aligning objectives
  - Some key trends for 2010
  - Questions and Discussion
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# What Drives Buyer Decisions

- The single factor that drives ALL buyers is **STAYING EMPLOYED!**
  - Consolidation, the economy, and changing consumer interests are exerting pressure on all companies.
  - What keeps a buyer employed varies greatly from company to company.
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# How Companies Differ

- Format of company: retail, food service, service wholesaler.
- Financial Structure: Private or Public
- Products offered: Supercenter? Conventional Supermarket? Club Store? Green Grocery "Fresh Market" ? QSR? White Tablecloth? Casual Dining?)
- Number of Stores: National Chain? Regional Chain?
- Reputational Issues: Sustainability? Free Trade? Local Products? Others?

# Aligning Objectives

- There is no such thing as a “retail strategy” or a “food service strategy”
- Is supply chain analysis valued?
- Consider the relative experience of the buyer.
- Is supply chain analysis valued?
- What is the Private Label strategy?
- What are YOUR company’s objectives?  
(a customer score card is helpful)




# Customer Scorecard

- Make a list of all of the attributes that make up an “ideal customer” ( do they buy your entire portfolio? Do they pay timely? Do they communicate promptly? Do they respond to market changes quickly? etc. )
- Assign a point value ( 1-10)
- Some attributes may be weighted ( timely payments are more valuable than 52 week procurement)

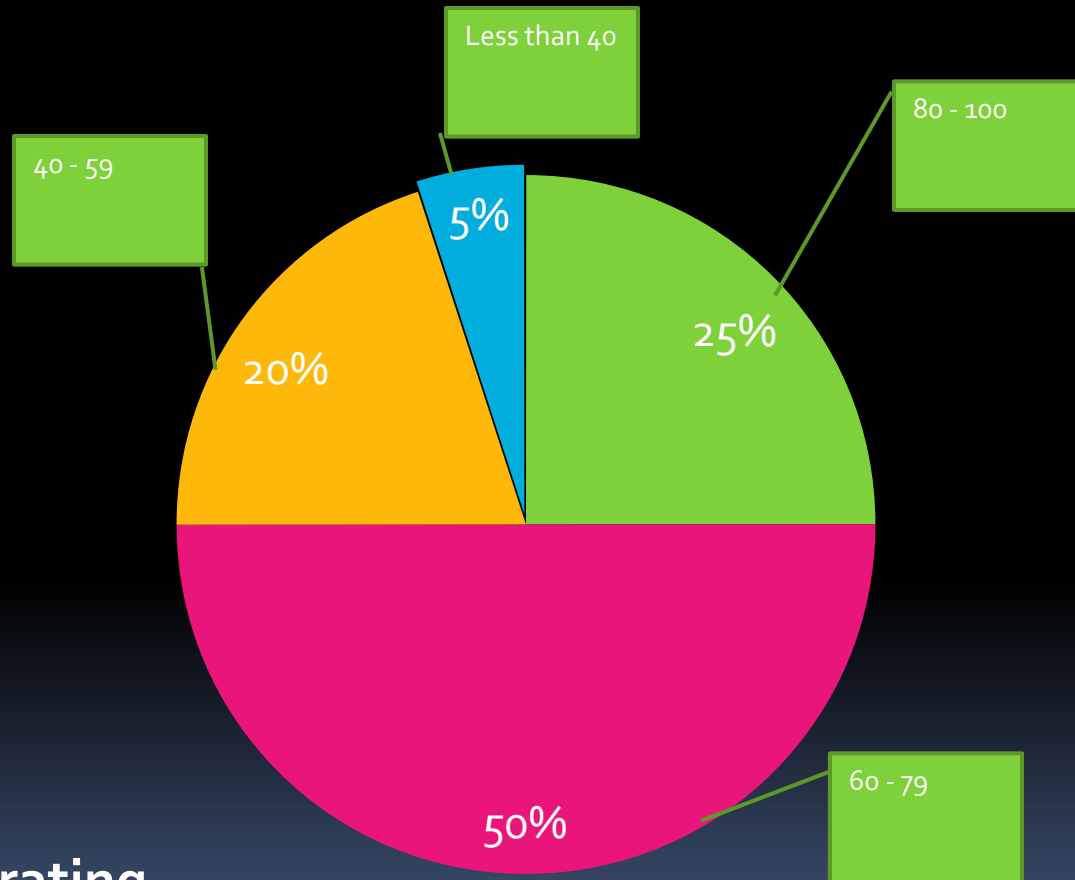




# Customer Scorecard

- X % of total customers between 80 – 100
  - Y % of total customers between 60 – 70
  - Z % of total customers between 40 – 59
  - None below 40
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# Customer Portfolio Graph



customer rating




# Key Trends for 2010

- Retail sales will be under continued stress
  - Fuel Prices will increase 10% – 15% by summer
  - Private label will proliferate
  - With the health care debate concluding, food safety, immigration, and transportation will gain more focus
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# Summary

- What keeps a buyer employed varies from company to company
  - Whether the company is publically or privately held makes a significant difference in how you approach them.
  - Reputational issues influence buyer decisions.
  - There is no “one size fits all “ approach to sales
  - Private label strategies are critical to understand
  - 2010 will have continued sales pressure and added external pressures.
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# Questions/Discussion