Total Sales Pipeline Overview for 2017

Please state the size of your foreseeable pipeline in 2017 by stages (see below for definition)

Country Ukraine

Stage of customer pipeline*	USD (000s)
Current Prospect	318
Qualified Lead	16
Proposal & Negotiation	81
Contract Wins	6985

*Please provide best estimate value if no precise figure available now

Country Ukraine – 2017 Sales Pipeline overview

USD (000s)

Current Prospect   Qualified Lead   Proposal & Negotiation   Contract Wins
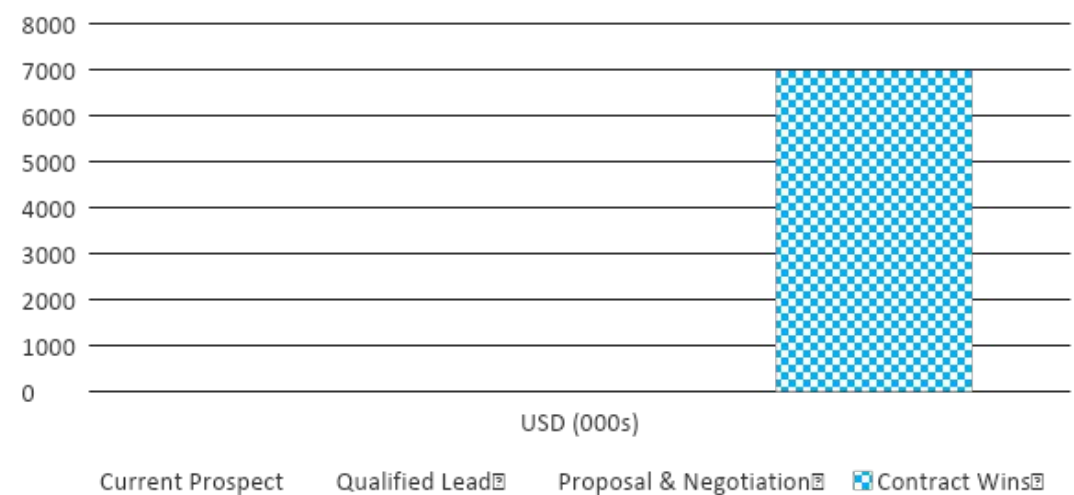
*Please provide best estimate value if no precise figure available now

<u>Definition</u>:
1. **Current Prospect**: Prospect that you believe you will contact and pursue before end 2017. Still to validate whether lead is qualified as an Qualified Lead or not (i.e. may not turn out to fit Ideal Customer Profile)
2. **Qualified Lead**: Contacts already validated as a potential lead and will have meeting set up before end 2017
3. **Proposal / Negotiations**: Already or will likely reach a proposal / quotation stage before end 2017
4. **Contract Wins**: Business that is highly likely to be won or be signed within 2017 (does not include contracts that are signed before end 2016)

SVC new acquisitions – zoom in

State below "Hot" potential customers you expect to acquire in 2017 with Name and Annual Potential Revenue, current activities if any and next steps (This is a closer look at your predicted "Contract Wins" from your sales pipeline)

Country	Customer Name	Annual GM (USD '000s)	PbT %	Annual PBT (USD '000s)
Ukraine			%	
			%	
			%	
	Terra Food	16	45%	7
			%	
			%	
Total	(leave blank)	4700	AVG 8%	1000

High potential likely acquisition success target for 2017: 4.7 mm USD SR, 1 mm USD PBT

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SVC new acquisitions – zoom in

Anticipated 'hot' customers [most likely to win]	Biggest competition	What is the % likelihood you will beat the major competitor	Why?	What advantage does this competitor have?	How do you plan to beat the competition (specific tactics)?
Country X					
KFC	Bidvest				
Customer B	Brakes				
X Restaurants	Marl & Co				
Eat Out restaurant	Distributor X				
ACE takeout	ABC logistics				

Existing customers (Account planning and up-sell opportunities)

Account upsell opportunities: Please describe what your account plan is for any existing major customers (pls refer to a separate Reference information, slide 4) whom you think can drive additional revenue growth opportunities in 2017.

Existing Customer	Global/ Regional/ Local accts *	What is the upsell opportunity	Specific tactics or actions to be taken	Potential additional GM (USD '000s)	Potential additional PBT %
KFC	Global				
Vapiano	Regional				
OWW	Local				
Ikea					
Godiva					

*See Reference information for classification of Global, Regional or Local accounts

Strengthening of the BD organization – Country X

In order to be able to attract and successfully bring on customers, it is important to ensure key resources and capabilities are properly allocated and in place. Please complete the below to show your current status and plans in 2017 to strengthen your organization

Country	Market Readiness %	Size of market (Mill USD)	BD Sales	Tender Process Mgr (i.e. Solutions Mgr)	Key Acct Mgrs (FTE – who and which major accounts)	Recommended additional resources in 2017 (coverage) and actions to be taken	In 2017 budget? (Yes/No)
A	85%	Big (100)	0.2 BD	1 (covers all 4 countries)	0,8 BD	Hire 1 FTE dedicated solutions manager to enable BD sales FTE to fully focus on sales	Yes

?

Ability to Win Customers "Health Scorecard"

Using the Market Readiness (Orientation) results, pls map the performance of each market in the following table using the guidelines below. Only include key BD growth markets.

No.	10 BD Success Factors	Country A	Country B	Country C	Country D	Country E	Country F
1	Board/Operational Commitment to Growth	green	green	yellow	green	green	green
2	McD satisfaction level	red	green	green	green	red	green
3	3-year strategy	yellow	yellow	yellow	green	red	yellow
4	Correct company organization in place	red	red	red	green	red	yellow
5	Commercial & Negotiation Skills	red	yellow	yellow	green	yellow	yellow
6	Ideal Customer Profile & Customer Mix	green	yellow	red	green	red	yellow
7	Market Knowledge (incl. SWOT)	red	yellow	yellow	green	yellow	yellow
8	Continuous sales pipeline funnel	red	yellow	yellow	green	yellow	yellow
9	Strategic Purchasing capabilities (only if applicable)	red	N/A	N/A	green	N/A	yellow
10	High service level, competitive price & customer intimacy	yellow	green	green	green	yellow	yellow

Market Readiness % score						
In 2015, if available	50%	70%	60%	85%	52%	80%
In 2016, if available	52%	73%	65%	90%	55%	85%
Target for 2017	**65%**	**80%**	**70%**	**90%**	**60%**	**90%**

Guideline	Score	Colour
Strength	8 to 10	green
Average - continue to strengthen	5 to 7	yellow
Weakness - overcome weakness/challenge	1 to 4	red

Area of focus for development:

- 7) Market study (s.w.o.t. analysis)
- 8) Continuous funnel
- 4) Correct company organization
- 5) Commercial & Negotiations skills
- 9) Strategic Purchasing

Regional Target end 2017: 81%

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Ability to Win Customers "Health Scorecard" (continued)

For red areas highlighted on previous slide, please highlight the current top 3 threats and challenges that you face in your key BD markets. What actions do you intend to take to address these areas

Key SVC Growth Market	Top 3 Threats (external obstacle/ challenge)	Top 3 weaknesses (internal obstacle/ challenge)	Actions to be taken in 2017 to combat / address these areas *(pls state support needed from BD CoE if applicable)*
Country A	1)	1)	
	2)	2)	
	3)	3)	

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Country X – SVC Market Readiness % score

Create one spider graph for the whole region, or more if you wish to cluster some markets that have similar characteristics

71%