



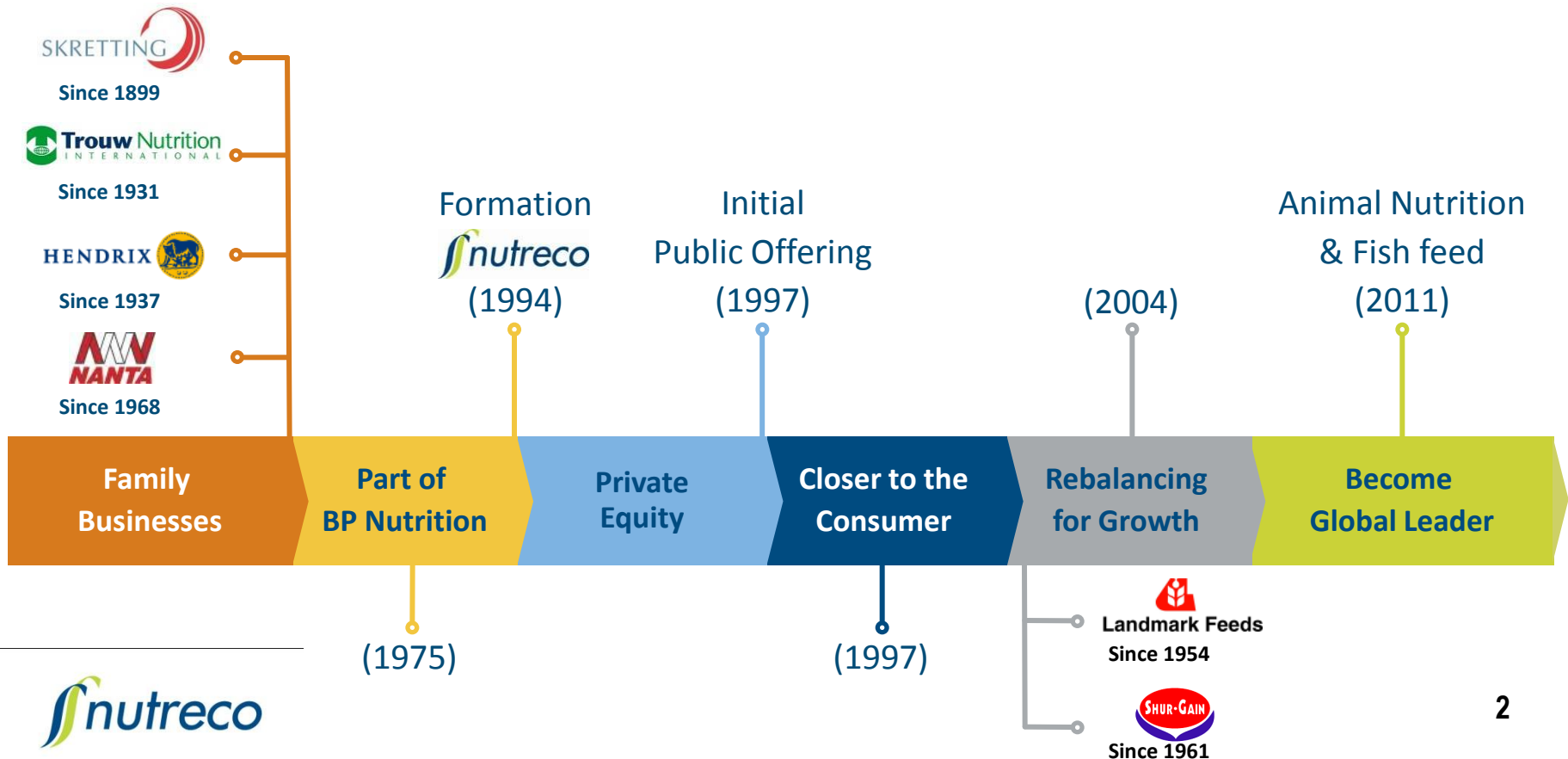
# CRM @ Nutreco

*CRM in 1 Day, September 15, 2011*



# Nutreco background & figures

- Revenue in 2010 of EUR 4.9 billion
- Over 120 production and processing plants in 30 countries
- Multinational workforce of approximately 10,000 employees



# Nutreco: a global player in animal nutrition and fish feed

- **Nutreco ranks the top 3 of the global animal nutrition industry in revenues**
- **Leading local positions in compound feed industry**
  - Market shares Nutreco: Canada 23%, The Netherlands 13%, Spain 13%
- **Premix and feed specialties industry is more consolidated**
  - 4 global players with a joint global market share of about 50%
  - Nutreco's Trouw Nutrition has a global number 2 position in premix with a 12% market share
- **Global salmon feed industry is concentrated: top 3 >90%**
  - Nutreco's Skretting is the number 1 salmon feed producer with 36% market share
  - Leading position in fish feed for other species in developed markets

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## Nutreco's main brands



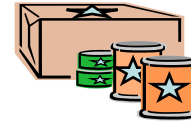
# Customers & Business model

- Customer segments:
  - Farmers, distributor, integrators & retailers

- 4 business models:



'Raw material supplier'



'Full range marketer'

- Strong focus on:



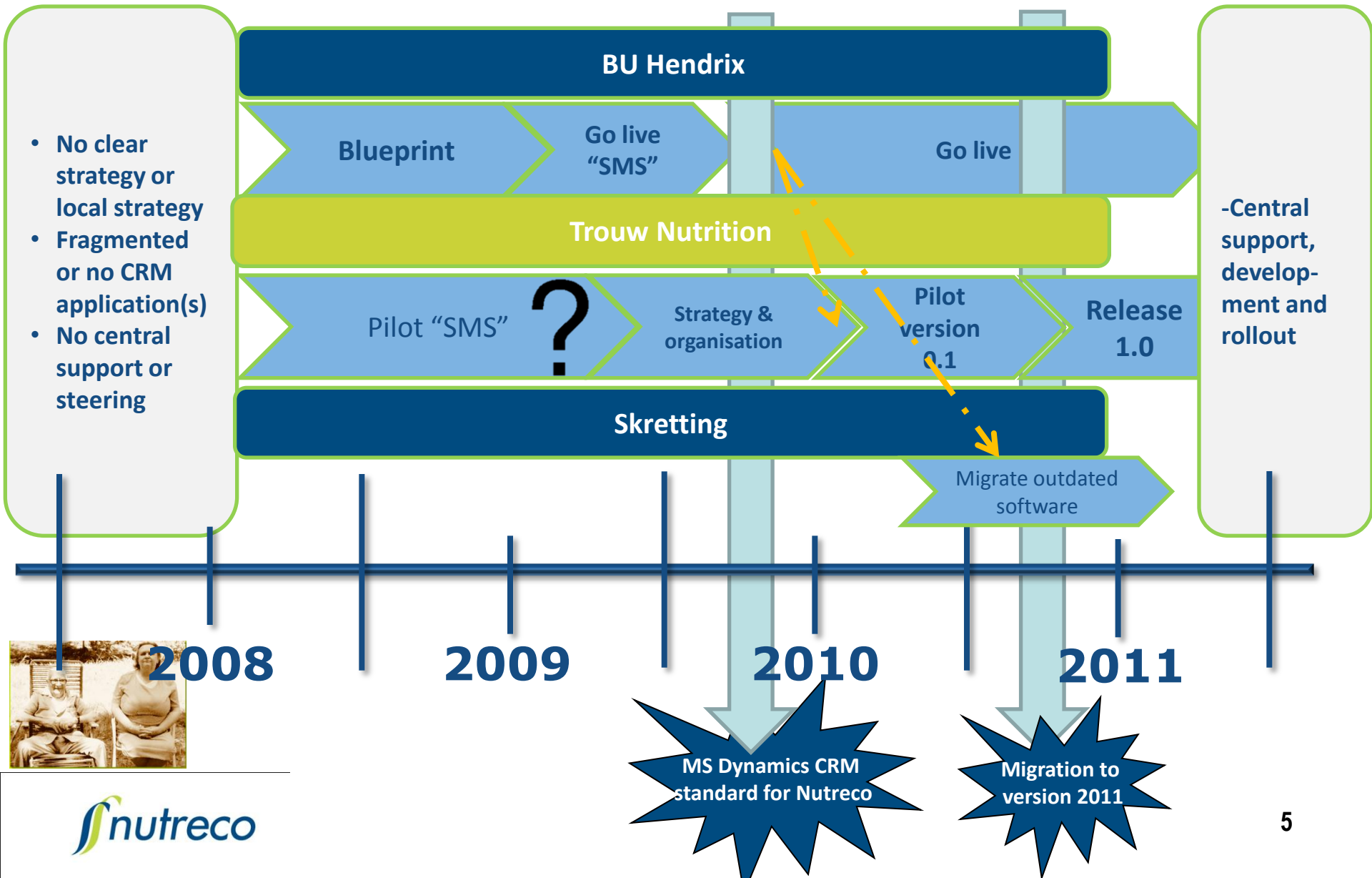
'Consultant'



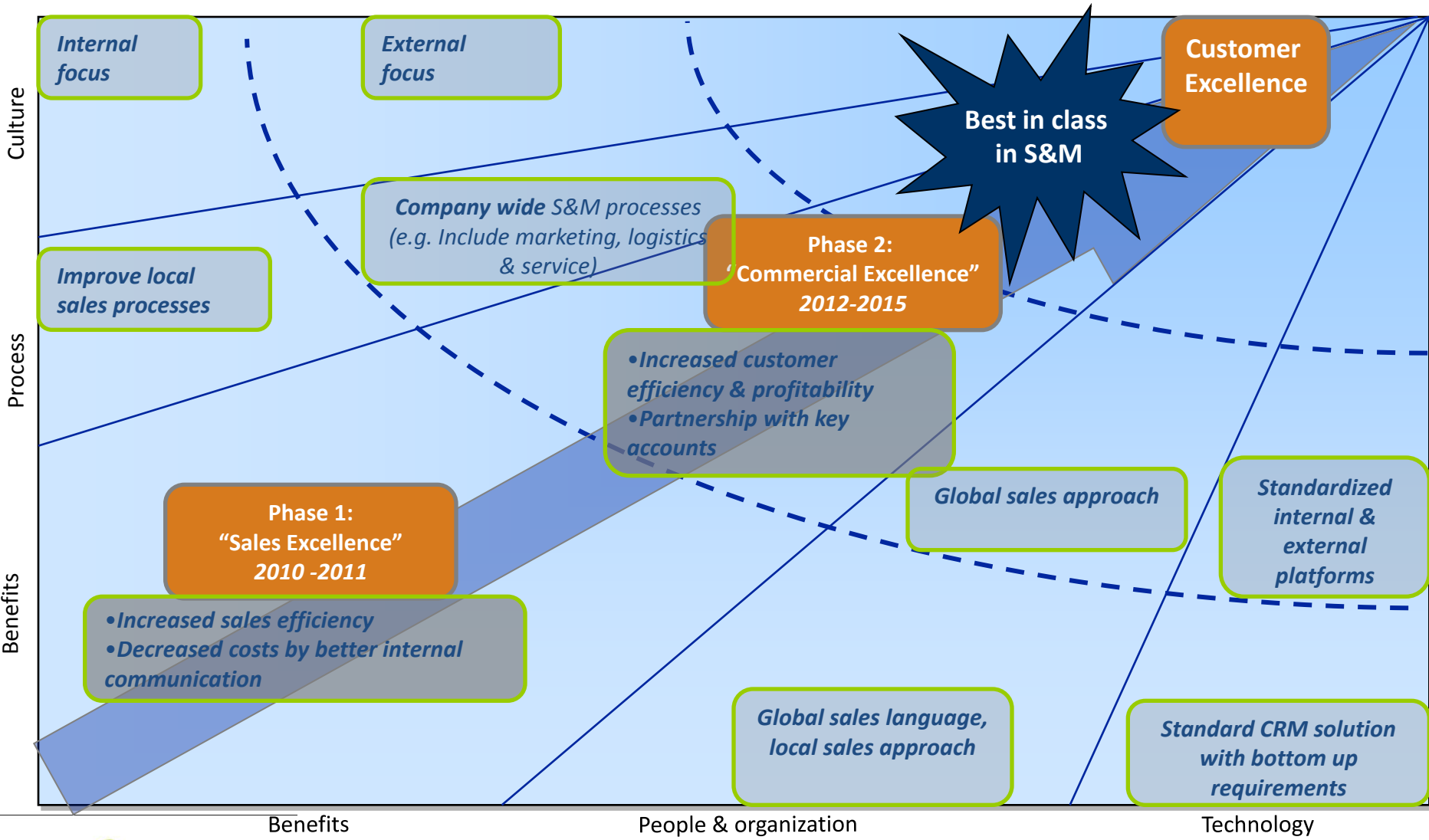
'Product specialist'

- Innovations;
  - Order to cash process (ERP);
  - Service/ after sales process (Manage a Farm applications)
- Consolidating markets and market situation drives the need for segmentation and CRM strategy

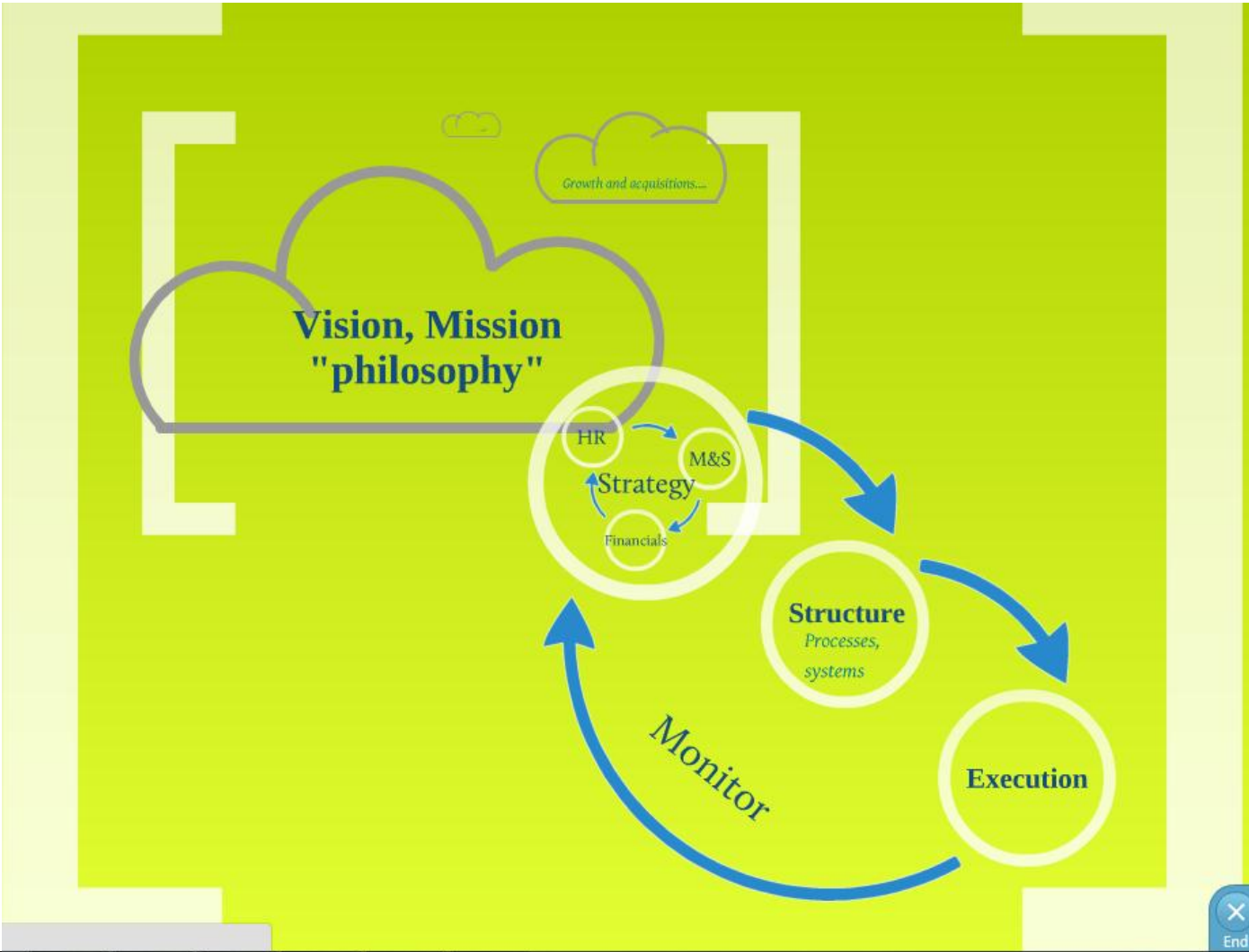
# CRM evolution Nutreco: 3 different Divisions, 3 different approaches



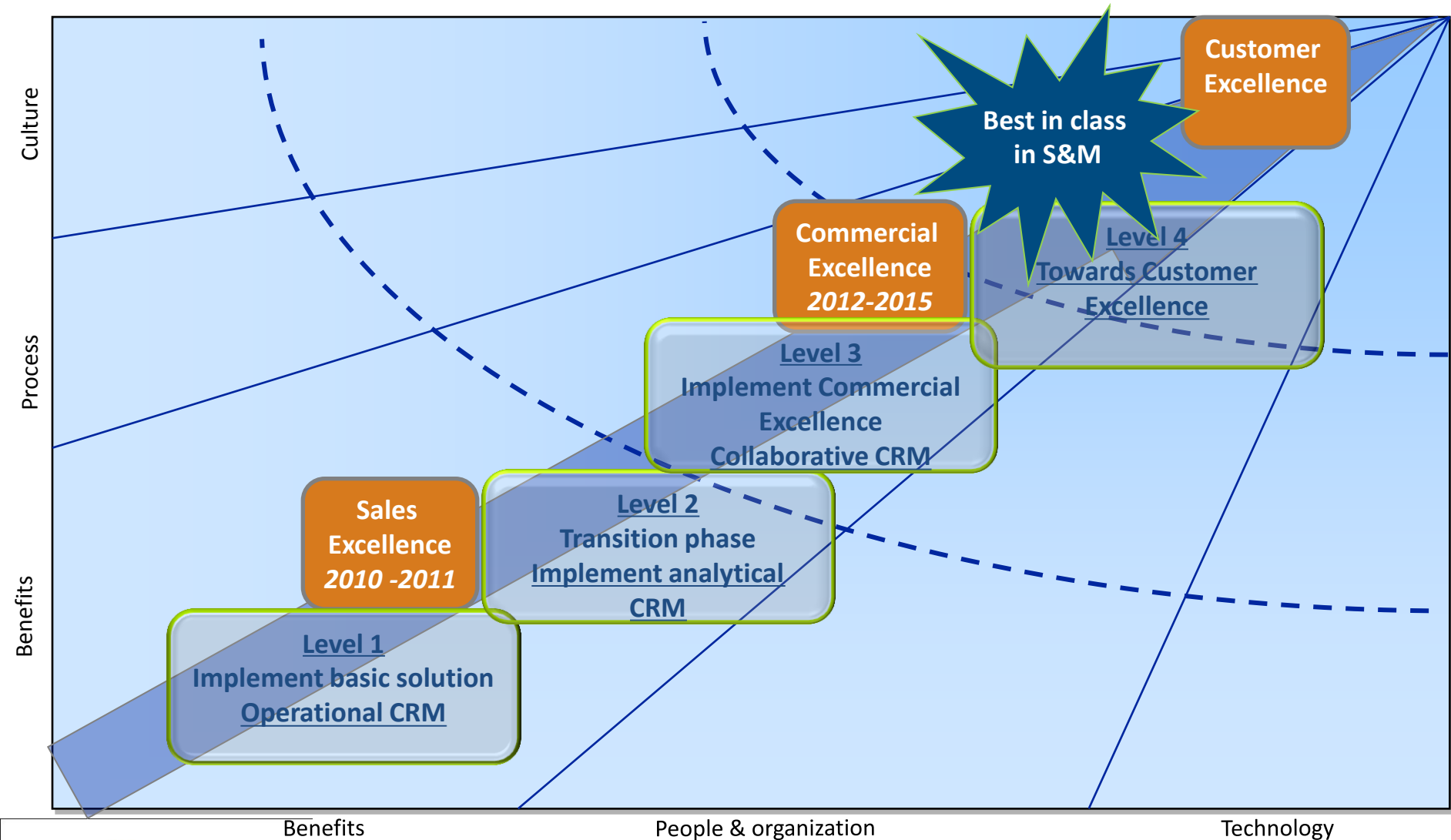
# Part of S&M roadmap: Global CRM solution



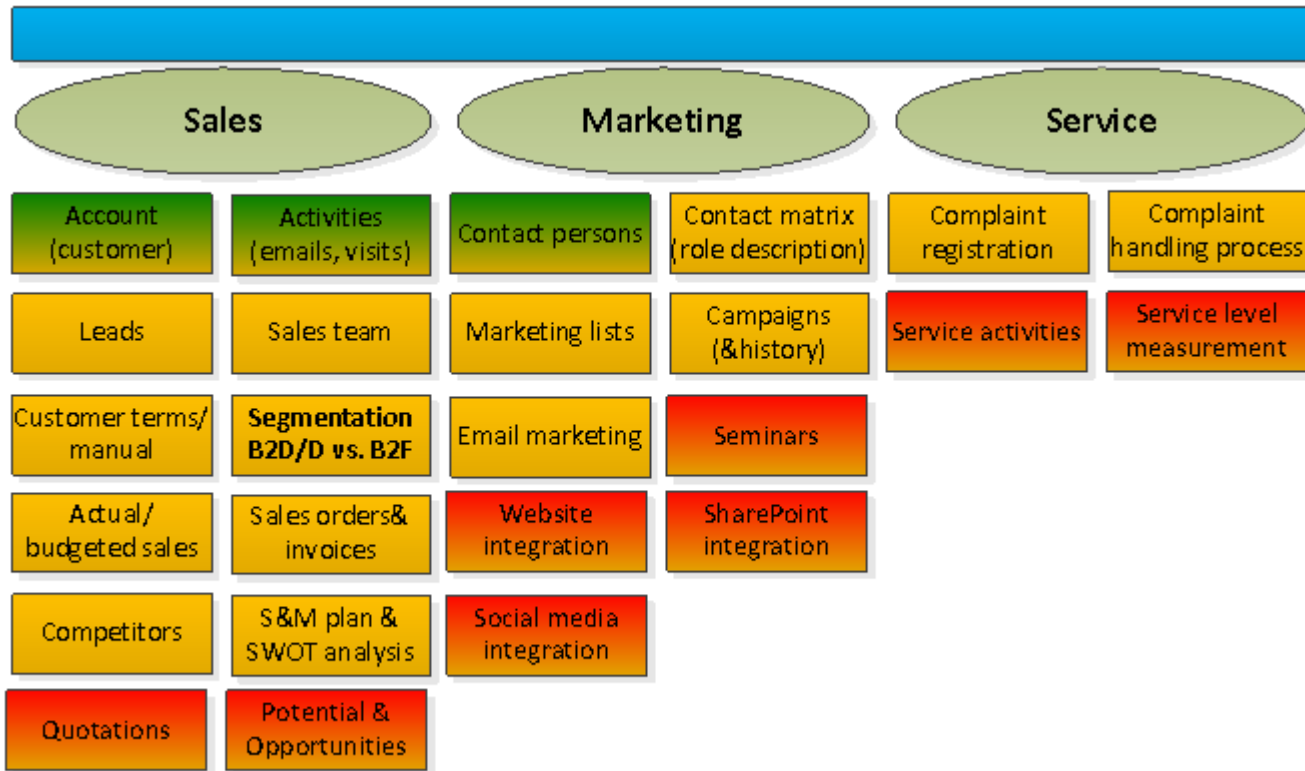
# Sales Excellence



# CRM implementation planning: Enter/ Organize ->Use->Share




# Rollout approach: the agile/“menu” approach



- From initial demo to go live with 150 users < 6 months
- Inspire by implementing best practice/ proven functionality (Mobility, email marketing)

# Lessons learned

- When top management is not involved -> don't start
  - Find and use the ambassadors and “savvy” users

**sav·vy**  (sāv'ē) *Informal*

*adj.* **sav·vi·er, sav·vi·est**

Well informed and perceptive; shrewd: *savvy Washington insiders.*

*n.*

Practical understanding or shrewdness: *a banker known for financial savvy.*

*tr. & intr.v.* **sav·vied** (sāv'ēd), **sav·vy·ing, sav·vies** (sāv'ēz)

To understand; comprehend.

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- Need for strategy and governance
- Think of and describe change management process
- Start simple

# Challenges & next steps

- (Re) Define segmentation & CRM strategy
  - Marketing Automation
- Role based training and development: “what is in it for me”

- IT should work





feeding the future

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# Appendix: Animal nutrition & product range Nutreco

