



EXPERTS IN CPG TRADE SPENDING

Controlling Retailer-Related Costs For Profit And Growth



strategy + process = performance

Today, CPG manufacturers face significant headwinds. Sales and profit growth is a challenge. Brands are being put at risk. Management is under pressure to control one of the largest expense items on the P&L.

Powerful Forces In The CPG Industry Are Having Long-Term Consequences

- **Retailer profit margins are under constant pressure** and many have declined vs historical highs.
- Channels are highly consolidated. **Six retailers control over 80%** of the Canadian grocery market. **Two retailers control over 50%**. Recent acquisitions are significantly increasing retailer leverage.
- Costs are next to impossible to recover. Retailers are **blocking attempts at price increases**, competitors cannot be counted on to follow.
- **Supply chain costs are being downloaded to vendors**. New logistics requirements and penalty schemes are being introduced.
- **Manufacturer-Retailer relationships** are highly strained and often adversarial.
- Many **markets are growing slowly** or not at all.
- Retail executives and middle managers are moving to competitors regularly thus making **trade spending programs more transparent** than ever.
- **Private Label** continues to get retailer priority and is growing in most categories.
- **Manufacturer resources** are becoming increasingly scarce



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Our goal is to help clients contain their trend of increased trade spending, thus providing a platform for profitable growth that can be sustained for the long term.



Avanzare Inc. is a consulting agency established in 2000 and based in Toronto, Canada. We are a team of senior, experienced Consumer Packaged Goods industry professionals dedicated to identifying opportunities and working collaboratively to develop high impact, practical solutions.

Our clients are household names. To date, we have helped them add over \$1 Billion in shareholder value.

“ We recognized the significant challenges we were facing in our Sales function. We were looking for a partner we could trust and had the necessary expertise plus a proven record of success. Just as importantly, we wanted them to work beside us in the journey, as part of our team. Avanzare fit the bill and was a key contributor, along with our company’s leadership team, to our successful Sales transformation. Results speak louder than words – we are growing again, having reversed both our flat sales trajectory and contribution to company earnings. ”

VP Sales, Top Tier CPG Company

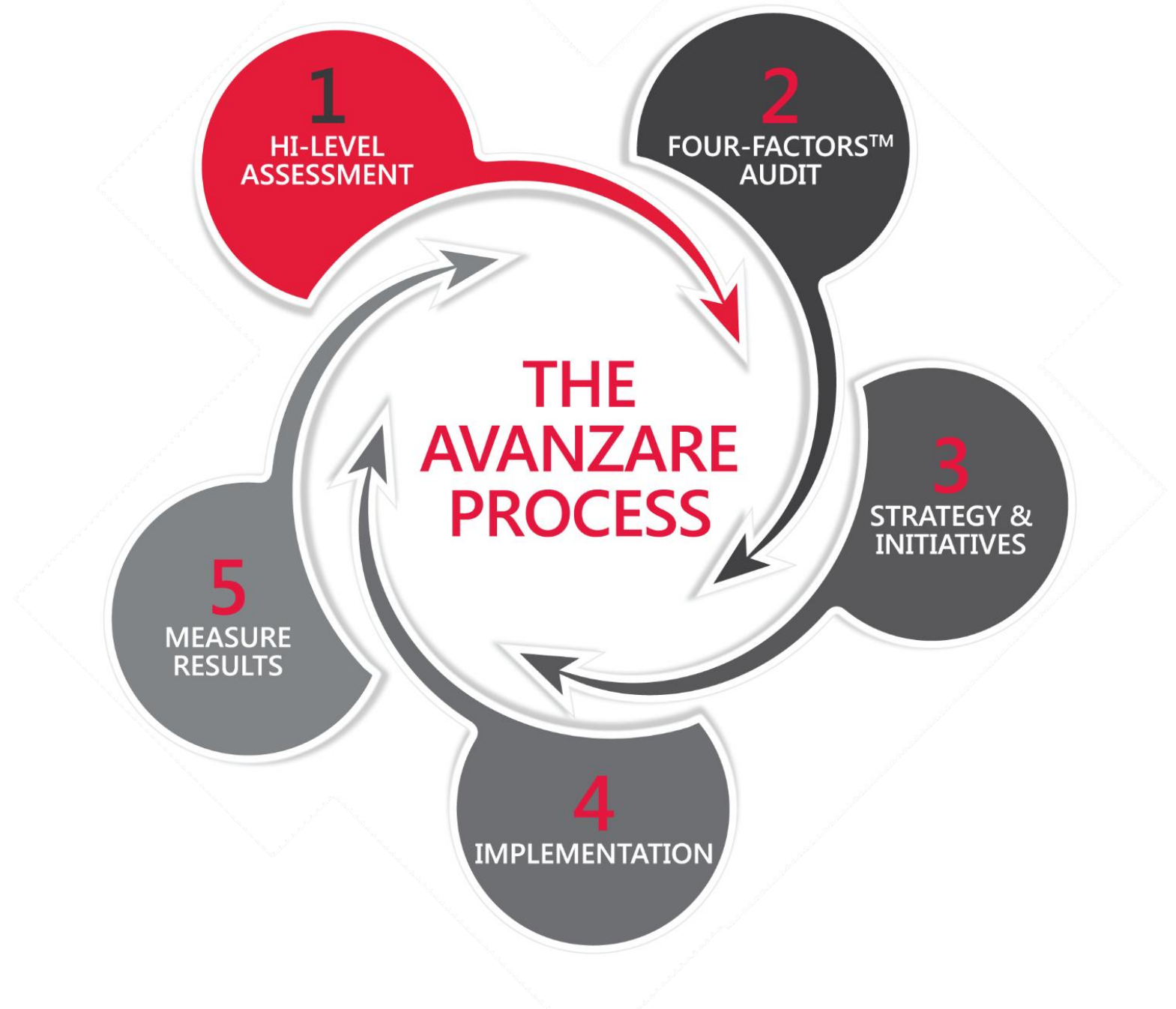


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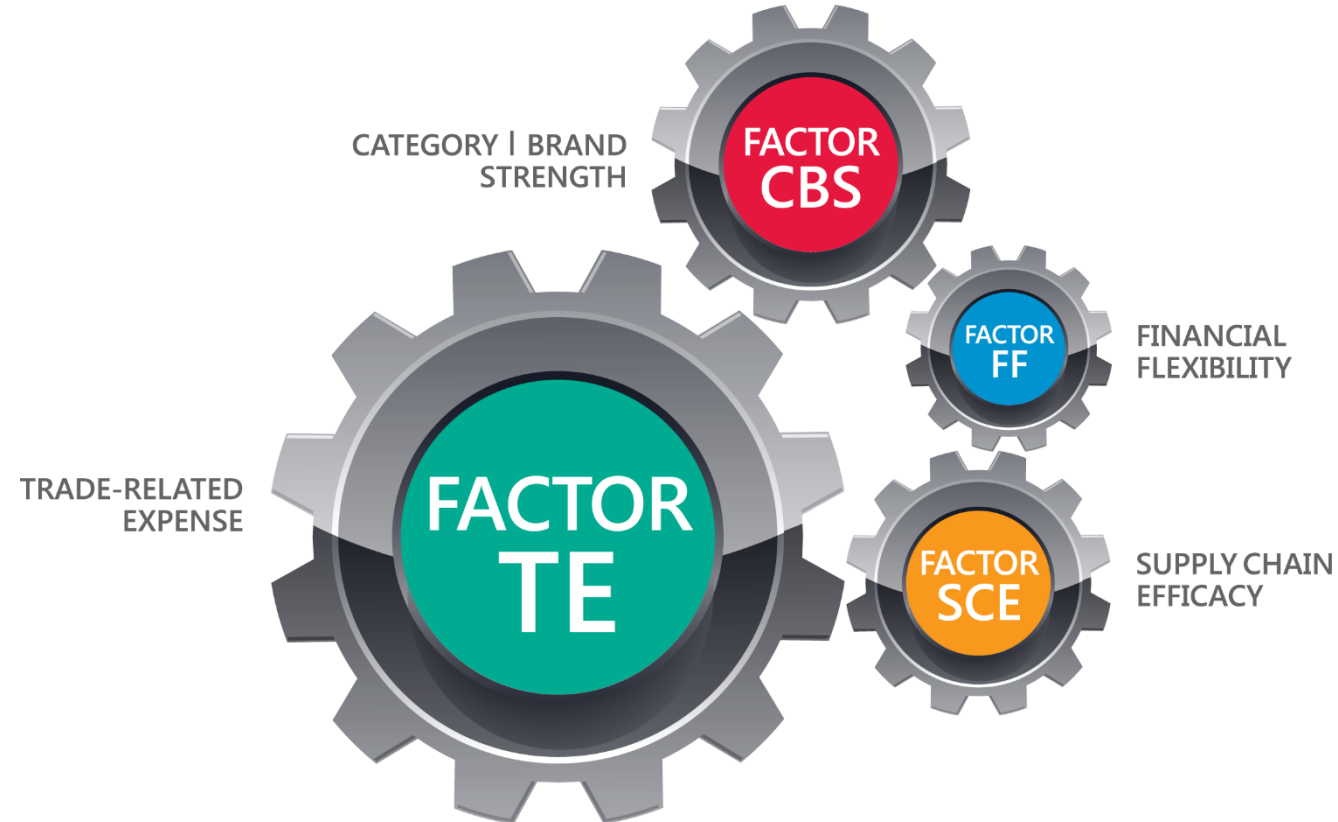


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The FOUR-FACTORS™ Model

A company's ability to control trade-related expenses going forward is a function of balancing and synchronizing four factors:



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Summary

Avanzare Inc. has the right approach, capability, experience and track record to identify opportunities, develop workable solutions and guide your implementation. We help you produce real and lasting results.

Our Purpose

To reverse the growth and profit trajectory that many companies have been experiencing, largely driven by forces of the retail trade.

Our Process

Using the results of our initial Hi-Level Assessment, we conduct a “FOUR FACTORS™ Audit”, a series of analyses that cut across the business according to need only. We then work beside you to develop strategy and implement effective solutions. Finally, we use a control framework to ensure these solutions stick.



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Our People

We have a seasoned team of professionals with successful track records and functional experience that is deep and wide - sales, retail, marketing, trade marketing, category management, supply chain and finance.



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Ian Townsend, Principal Consultant

Ian is a senior business leader with a background in top companies in both Canada and the USA. His primary company experience comes from Unilever, one of the world's largest consumer products businesses, in the core functions of Sales, Marketing and Operations. He has led many large-scale organizational initiatives through his career including Strategic Planning, New Product launches, TQM/Six Sigma/Lean Process Reengineering, Mergers/Acquisitions/Partnering and full company re-designs. The success of these efforts fuelled Ian's passion for the dynamics of extraordinary organizational achievement. This was the motivation behind his founding of Avanzare Inc.



Duncan Reith, Senior Consultant

Duncan is a recognized leader in Canadian retail with extensive and senior experience in procurement, category management, national marketing and private label brand development. His executive roles include Chief Merchandising Officer at A&P Canada and Sobeys Ontario, SVP Merchandising at Canadian Tire, President Operations at Sobeys Ontario and CEO at XS Cargo. Duncan has also played an active role within the retail industry including four years as Chair of the Board of Directors of The Grocery Foundation.



George Cowie, Senior Consultant

George is a senior level executive with a background of over thirty years in CPG covering C-Suite, Sales, Marketing, Trade Marketing and Organizational Development. He has extensive experience in strategy development, organization design and trade investment and has a track record of building high performance teams that consistently delivered incremental shareholder value.

Our People



Bill Langlois, Senior Consultant

Bill has worked in the packaged goods industry as a senior executive with Unilever. He has demonstrated the ability to drive results across multiple business functions (sales, marketing and supply chain) both within Canada and internationally. Bill has a unique perspective on driving value by ensuring sales and marketing initiatives work in synergy with the entire organization to optimize and accelerate growth.



Dian Seguin-McIntyre, Senior Consultant

Dian is a senior finance professional and has worked extensively with CPG sales and marketing teams on trade investment results and operational efficiencies. Her background is complemented by experience across all aspects of Operations, Logistics, Sales and Trade Marketing. As well, Dian has significant experience in project management within CPG operations and in SAP systems implementations.



Jennifer Langlois, Senior Consultant

Jennifer is a senior executive who has successfully grown the sales and bottom-line financial results of multiple national retail businesses. With a primary focus on sales optimization, she builds high performance organizations by identifying the right data to capture and analyze to inform strategic direction, grow sales and drive customer loyalty.

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To talk about how we may help,
please contact:

Ian Townsend, CEO/Principal
416.986.9770
ian.townsend@avanzareinc.com
avanzareinc.com
🐦 @avanzareinc



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