

# Central & Eastern European Workshops

22 – 24 September 2009 | Warsaw, Poland



## Who should attend

- Key Account Managers (CEE focus)
- Trade Marketers
- Sales Directors
- Key functions supporting the management of retail customers in CEE

## At A Glance

*We've heard you. We have changed our start time in an effort to accommodate your travel needs.*

	September 22	September 23	September 24
9:30-10:00	Coffee and Registration		
10:00-5:30	<b>Retailer Financial Models</b> <i>Geography: CEE</i>	<b>CEE Discounter Channel</b> <i>Geography: CEE excl Turkey</i>	<b>Business Planning for Tesco</b> <i>Geography: CEE</i>

## For more information or to register:

**Email** CustomerService@mventures.com  
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**Venue**  
TBD

*Multi-day/multi-delegate rates available Please contact MVI for details. MVI accepts Visa, MasterCard and American Express.*

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Address _____	Card Number _____ Exp. Date ____/____
City _____	Signature (required) _____
State/Country _____ Postal Code _____	
<input type="checkbox"/> Retailer Financial Models <input type="checkbox"/> CEE Discounter Workshop <input type="checkbox"/> Business Planning for Tesco	

Session fee includes continental breakfast and lunch each day and relevant MVI training outlines. Cancellations/Substitutions Cancellations received in writing 10 days before the program will qualify for a credit on a future MVI program. Unfortunately, MVI is unable to issue refunds for cancellations. Substitutions must be communicated and are allowed at any time. If, due to travel restrictions, security issues or other business reasons, MVI determines that it is not preferable to deliver its traditional classroom programs (such as Workshops and Forums), MVI reserves the right to substitute comparable, alternative learning systems (such as interactive Webcasts) in their place. Content Speakers and topics subject to change. MVI specifically disclaims any liability for the editorial content of the presentations made by non-MVI speakers, which wholly originates with the speakers. The analysis and conclusions presented by MVI represent the opinions of the company. The views expressed do not necessarily reflect those of the retailers under discussion, nor are they endorsed or otherwise supported by the management of those retailers. Sessions may be taped by MVI for internal training purposes.

## The global economic crisis had an effect on retail market growth rates and the largest retailers in the region. How has the crisis changed key performance indicators for your key accounts?

Large retailers in Central and Eastern Europe (CEE) have had to react to the economic downturn with more aggressive selling strategies in order to sustain shopping trips. As winning retailers gain market share they expect incremental support from suppliers. The reaction required tactical investments. The multi-channel operations of large retailers in CEE add further complexity for vendors. It is therefore imperative to have the right information to address critical financial KPIs during key account negotiations in the context of the current environment.

### The session will focus on:

- Aligning range planning with a retailer's current key performance indicators
- Developing consistent and fact based negotiation frameworks
- Understanding retailers' demands in the context of the economic situation
- Learning about the various financial models used by leading retailers across CEE and the key metrics that drive your customers' buyers in negotiations.

This interactive full-day workshop uncovers the ambiguities surrounding various financial models used by major retailers and enables you to make use of these models to better manage relationships with your most important customers.

## How will you change your selling strategy to key customers during this recession?

### SCHEDULE:

09:30 – 10:00	Coffee and registration
10:00 – 11:00	Understanding the implications of the economic crisis on your key accounts
11:00 – 12:15	Sales growth planning using retailer key performance indicators (coffee break for 15 minutes during this section at 11:30)
12:15 – 12:45	Group exercise
12:45 – 13:45	Lunch
13:45 – 15:00	Gross margin growth strategies in retail
15:00 – 15:15	Coffee break
15:15 – 16:00	Managing assortment and trade terms and achieving category margin objectives
16:00 – 16:30	Group exercise
16:30 – 17:00	Changing top-to-top discussions with comprehensive financial metrics
17:00 – 17:30	Conclusions

### AGENDA:

#### Understanding the implications of the economic crisis on your key accounts

- Economic and consumer changes in Central Europe
- Key account growth snapshots and financial objectives
- Enabling joint business plans during recession

#### Sales growth planning using retailer key performance indicators

- Catchment areas
- Shopper variables
- Growing like-for-like sales with shopper variables

#### Group Exercise

- EXERCISE: Using strategic shopper variables in negotiations and sales growth planning

#### Gross margin growth strategies in retail business

- Definition and calculation of retailer gross margins
- Gross margin as a KPI in retail business
- The role of brand leaders, challengers and private label

#### Managing assortment and trade terms and achieving category margin objectives

- Measuring stock turns vs. days of inventory on hand
- Retailer working capital objectives

#### Group Exercise

- EXERCISE: Improving retailers cash flow through margin, stock turns and payment days management

#### Changing top-to-top discussions with comprehensive financial metrics

- Examples of comprehensive financial metrics
- Using advanced financial metrics for top-to-top discussions

#### Conclusions

- Data requirements and practices needed to improve key account financial management

# CEE Discounter Channel Workshop

Coverage CEE excl. Turkey | 23 September | Warsaw, Poland

In Central and Eastern Europe a combination of strong local players coupled with the entry of leading European discounters, Aldi and Lidl, has driven continued channel growth throughout the region. However, the current economic environment has intensified competition as retailers battle to win shopping trips.

**MVI's CEE Discounter Workshop will explore these changing dynamics and how leading discounters are adapting their strategies, as well as providing a practical view point on developing a successful business plan for this channel over the next two years.**



## SCHEDULE:

09:30 – 10:00	Coffee and registration
10:00 – 11:30	<b>Channel growth in the current economic environment</b>
11:30 – 11:45	Break
11:45 – 12:45	<b>The evolving perception of discounter brands</b>
12:45 – 14:00	<b>Discounter financial models and KPIs</b>
14:00 – 15:00	Lunch
15:00 – 16:00	<b>The merchandising and marketing environment of a category in the discounters</b>
16:00 – 16:15	Break
16:15 – 17:30	<b>A model for sustainable channel growth</b>

## AGENDA:

### **Channel growth in the current economic environment**

- Discuss the discounters' performance in the CEE region and MVI's forecast through 2010
- Explore the impact of the economic crisis on the channel and its leading retailers

### **Evolving perception of discounter brands**

- Discuss the role of price and quality in today's shopping environment
- Examine how consumer perceptions are changing as channel blurring intensifies

### **Discounter financial models and KPIs**

- Learn how profits and returns have been improving for the discounters as volume per square foot improve
- Local discounters continue to have a significant efficiency advantage over the continental discounters
- Stock rotation remains an opportunity

### **The merchandising and marketing environment of a category in the discounters**

- Explore the new promotional opportunities within the channel available to branded suppliers
- Understand how the everyday opportunities for brands vary by retailer

### **A model for sustainable channel growth**

- Understand the channel evolution and its likely implications for brands
- Explore methods of measuring the channel correctly
- Plan for a sustainable business

Tesco's European sales continue to be a key source of growth for the retailer. Representing 17% of the total business at the end of 2008, the European division, including Ireland, Turkey and the CEE markets contributed to slightly less than a 1/3 of the total growth over the period. However, current pressure affecting its Irish business unit will reinforce the need for CEE and Turkish markets to deliver. Currency fluctuations has also encouraged cross-border shopping, which is another key trend affecting these economies on top of the challenging economic environment.



## This session will then focus on:

- Growth platforms for both like-for-like and expansion in the region
- The role of shopper loyalty
- New private label ranges redefining category structure and margin growth
- Fighting the decline in non-food sales

## Insights:

- Understand the importance of the CEE and Turkish markets within Tesco's portfolio
- Adjust to the multi-format strategy in the region
- Align to Tesco's promotional tactics to maintain shopper traffic
- Understand brands' potential responses to the rise of new private label ranges

## SCHEDULE:

09:30 – 10:00	Coffee and registration
10:00 – 11:00	<b>Tesco's growth pillars and CEE/Turkey analysis</b>
11:00 – 11:15	Break
11:15 – 12:15	<b>The full-range discounter strategy</b>
12:15 – 13:15	Lunch
13:15 – 14:15	<b>Tesco financial metrics and the implications of change</b>
14:15 – 15:15	<b>Managing loyalty across the channels</b>
15:15 – 15:30	Break
15:30 – 16:30	<b>Balancing short-term flexibility with joint planning objectives</b>

## AGENDA:

### **Tesco's growth pillars and CEE/Turkey analysis**

- Fastest growing channels in the portfolio
- Bringing the discount model up-to-speed
- Pressure on non-grocery growth

### **The full-range discounter strategy**

- Projecting a sharper price image
- Simplifying the organisation
- Moving to regional procurement
- Maintaining key differences with the classic discounter model

### **Tesco financial metrics and the implications of change**

- Managing CROI
- Growing profits as margins decline
- Understanding KPIs and implications for suppliers

### **Managing loyalty across the channels**

- Merchandising standards across outlets
- Tracking the trends and recommending changes

### **Balancing short-term flexibility with joint planning objectives**

- Tesco planning principles and the need for flexibility
- International planning standards
- Local planning