

STRATEGY GENIUS™ SCORECARD

METRICS

Product Line SBU	SPECIALTY FOOD COATINGS
Served market	Specialty confectionary coatings for specialty foods
Vision	Be leading SOM specialty coating manufacturer in class
Served market size	~ \$160 million 320 million pounds
Share of Market [SoM]	~12.5% units ~22% dollars
ASP	\$87.50 [Client] \$60.00 [Key Comp]
Manufacturing capacity	~ 65% of 3-shift / 5-day week
Yield	~ 97.6%
Number of Products	~1,500
Nº target accounts	< 100
Industry growth rate	> 3%

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ATTRIBUTES	Priority%	EndUser Scores [1-10]					
		Client	C.1	C.2	C.3	C.4	C.5
Quality supplier	22%	7.3	6.8	6.9	6.2	6.7	6.9
Quality ingredients	18%	6.9	7.3	7.2	7.1	5.7	5.5
Meets specs	16%	6.7	6.9	6.3	6.9	6.4	6.4
Specialty services	12%	6.7	6.9	5.6	5.2	5.2	6.1
Technical support	12%	5.3	6.0	6.7	6.8	6.7	6.0
Consumer trends expertise	10%	6.3	7.5	6.1	5.7	5.8	5.3
Product range	10%	6.4	7.8	7.0	6.8	6.6	5.8
Weighted scores	100%	6.6	7.0	6.6	6.4	6.2	6.1
Relative scores		102%	108%	102%	99%	95%	94%
Relative pricing		0.90	1.09	1.18	0.79	1.00	0.95
VALUE INDEX		1.13	0.99	0.86	1.25	0.95	0.99

C.1 - Competitor One, etc.

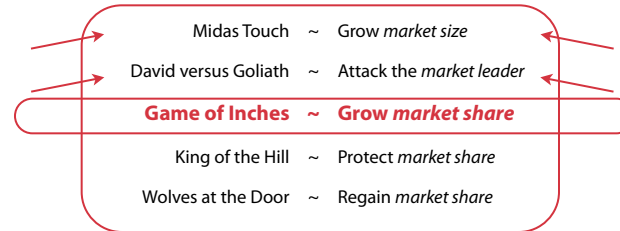
Note: Only 20% of EndUser attributes chosen by EndUsers constitute product features versus 80% marketing.



SEE STRATEGY FIRST

See | Think | Act

STRATEGIC OPTIONS



TACTICS

- Change Strategy Gameboard: Try to enable a move from a Game of Inches to Midas Touch via new, ethical food design
 - Drive strategy: Through innovative food design move up "ladder of strategy"
- Event-based marketing: Emphasize event-based strategic initiatives
- Strong PR tactics: Employ PR shamelessly, however, always tied to innovative food design or technology
- Embrace EndUsers: Invite EndUsers to participate on new food initiatives for early buy-in
 - Innovate: New products ~ new product ~ new products | Hi failure rate known ~ EndUsers will not punish
- Direct [eMail] marketing: Due to small number of targets, employ bias to direct market versus advertising | "Talk" to EndUsers
- Limit use of advertising: Buy space only to position other events, such as trade shows
- Executive facings: Assign key executives customer relationship targets for quarterly engagement
- Highest tech positioning: Organize a national seminar / symposium on high tech food design with university involvement
- Make special EndUsers special: Consider time-limited, exclusive licensing (The Apple—>ATT tactic)
- Constant communications: Create a website with look & feel of high tech food design and with great interactivity w/ customers
- Build the high tech BRAND: Website and all collateral should be subject to a unifying graphical branding effort