Sales Execution

Ricardo Melo

VP, Sales Strategy

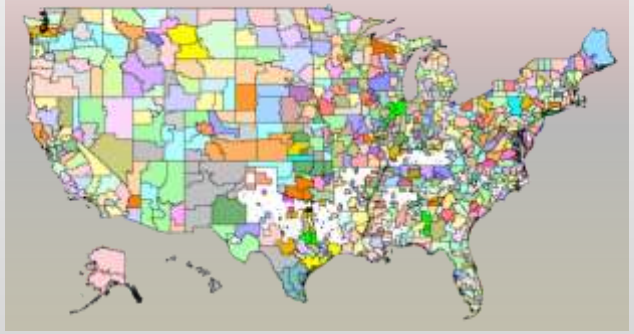
From Strategy…

to EXECUTION

Earlier, we discussed the complexity of the US market

50 'Countries' within a Country

500+ Wholesalers



500,000 Retail Accounts

… across 10 Channels

Diverse Brand & SKU Portfolio

Competing in all Segments

Diverse Shopper Profiles

Diverse Retail Environments

27,000+ Sales Force

Earlier, we discussed the complexity of the US market

DILEMMA

50 'Countries' within a Country

500,000 Retail Accounts

… across 10 Channels

How do we take advantage of our scale in a very fragmented market?

To address the dilemma, we combined the best of AB and InBev

- Strong Infrastructure
- Common Platform
- 2-way Communication

- Strategic Planning
- Disciplined Execution
- Management Systems

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The US Sales Machine takes advantage of our scale efficiencies in a very fragmented market

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2014
GAME
PLAN

Our Game Plan prioritizes brand activation by channel

Channel Plans	Priority 1 (BIG BET)		Priority 2		Priority 3	
	BUD LIGHT	Budweiser	PREMIUM PLUS	HIGH END	VALUE	LATINO
C-STORE	BUD LIGHT SUPER BOWL	BUDWEISER GAS	ULTRA EVOLUTIONS	GOOSE ISLAND FAMILY	BUSCH/NATURAL WATER	BUD LIGHT MNT
GROCERY	BUD LIGHT SUPER BOWL	BUDWEISER PIZZA	ULTRA EVOLUTIONS	SHOCK TOP	BUSCH REAL HEROS	BUD LIGHT MNT
PKG/LIQ	BUD LIGHT SUPER BOWL	BUD OLYMPICS	ULTRA EVOLUTIONS	BELGIAN BRANDS	BUSCH REAL HEROS	BUD LIGHT MNT
ON PREMISE	BUD LIGHT SUPER BOWL	BUDWEISER DRAUGHT	ULTRA EVOLUTIONS	STELLA CIDRE DRAUGHT	BUSCH REAL HEROS	BUD LIGHT MNT

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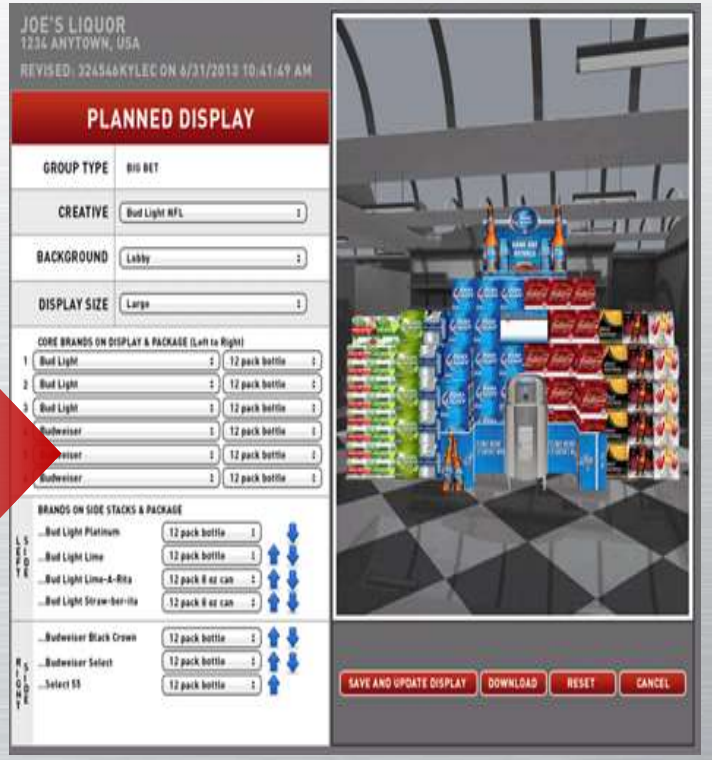
POC PLANNING CENTRAL

POC Planning recommends optimal displays & objectives by POC

DATA AND INSIGHTS

MODELING (BIG DATA)

RECOMMENDATIONS BY POC



The result is a data-driven Business Plan for each POC

200k Accounts

John's Grocery Store

Window 11/4 - 11/25

Brand: **Bud Family**
Big Bet -- Lobby

Brand: **Budweiser**
Big Bet -- Lobby

Brand: **Bud Family**
Big Bet -- Lobby

Brand: **Stella Artois**
High End -- Any

Brand: **Shocktop**
High End -- Produce

Brand: **Busch Light**
Value -- End Cap

Brand: **Michelob ULTRA**
Premium Plus -- End Cap

Brand: **Black Crown**
Premium Plus -- Any

BUSINESS PLAN INCLUDES

- Displays
- Assortment
- Trade Programs
- Space Targets

As a result, more than 3 MM displays executed Sept 2013 YTD

EXECUTION DASHBOARD

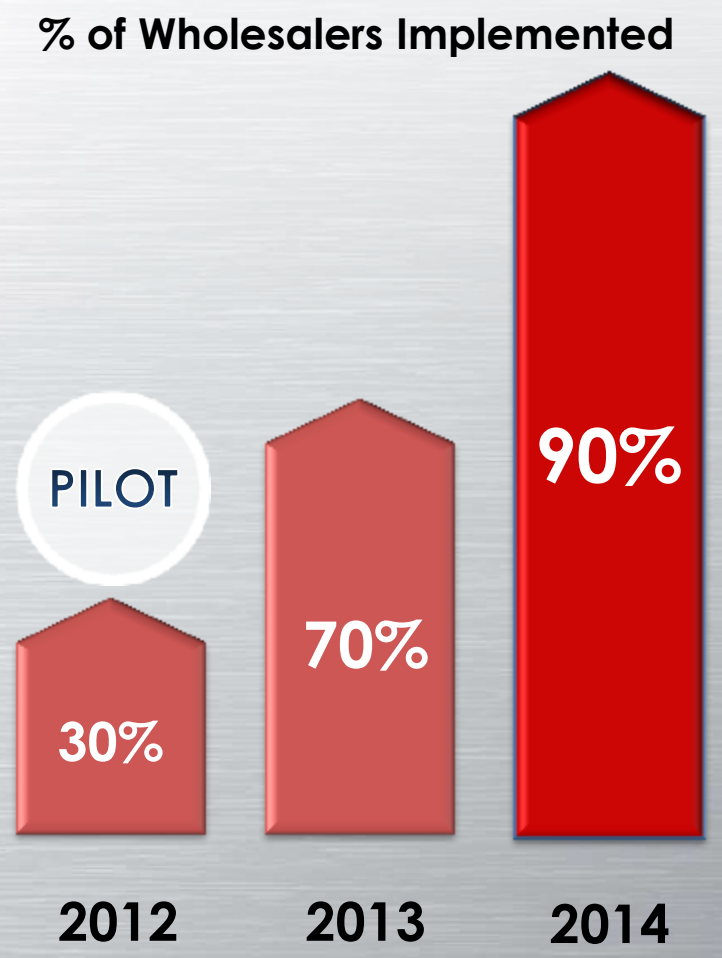
Brand Displays	# Targets	% Executed
BUD LIGHT MEGA	1,522,856	90.8%
BUD MEGA	704,537	91.9%
BUSCH BRANDS	339,501	90.3%
NATURAL BRANDS	228,788	86.7%
MICH ULTRA BRANDS	161,278	81.7%
SHOCK TOP BRANDS	104,039	77.1%
SELECT BRANDS	73,380	78.9%
STELLA BRANDS	42,982	82.8%
BECKS BRANDS	24,116	81.0%
BUD ICE	20,280	82.6%
MICHELOB BRANDS	19,190	79.6%
ROLLING ROCK BRANDS	18,483	81.6%
LAND SHARK	14,862	78.0%
MICH GOLDEN BRANDS	12,038	93.4%
GOOSE ISLAND BRANDS	8,070	69.8%
VALUE MALTS		.4%
MICH ULTRA FRUIT		4%
ST. PAULI GIRL BRA		%
BASS BRANDS		%
HOEGAARDEN		
Total	**3.3 million**	**90%**

RESULTS

APT TESTED

+1.4% Lift

WHOLESALER SCALE UP



APT = Applied Predictive Technologies

GROCERY
CONVENIENCE
SEGMENTATION
ON PREMISE
PACKAGE LIQUOR

Previous Sales Structure based on geographic approach

Grocery

On Premise

Convenience

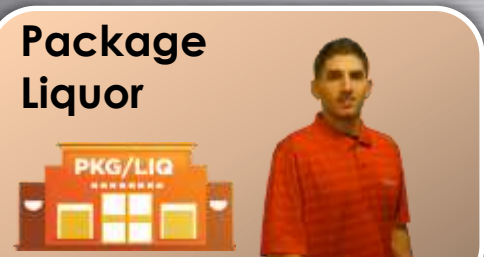
Package Liquor

New Segmentation model based on channel approach …

Grocery

Convenience

Package Liquor



On Premise

CHANNEL SPECIALIZATION

FOCUS

SPECIFIC OBJECTIVES

FLAWLESS EXECUTION

Grocery

Convenience

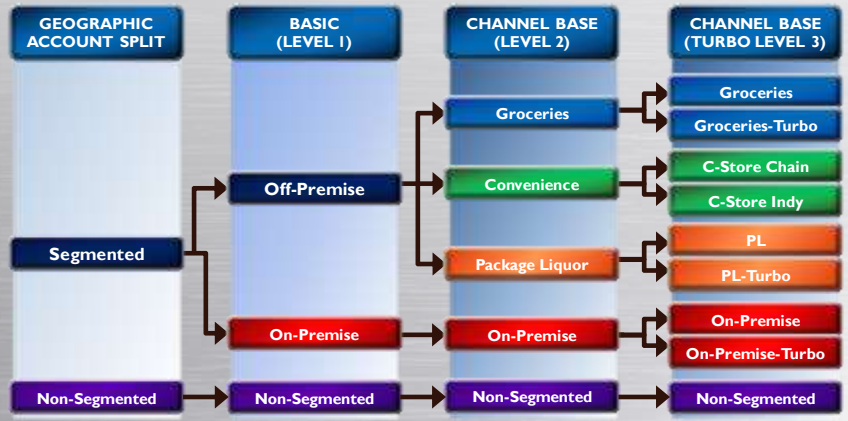
Package Liquor

On Premise

… with a standard method to recommend wholesaler sales structure

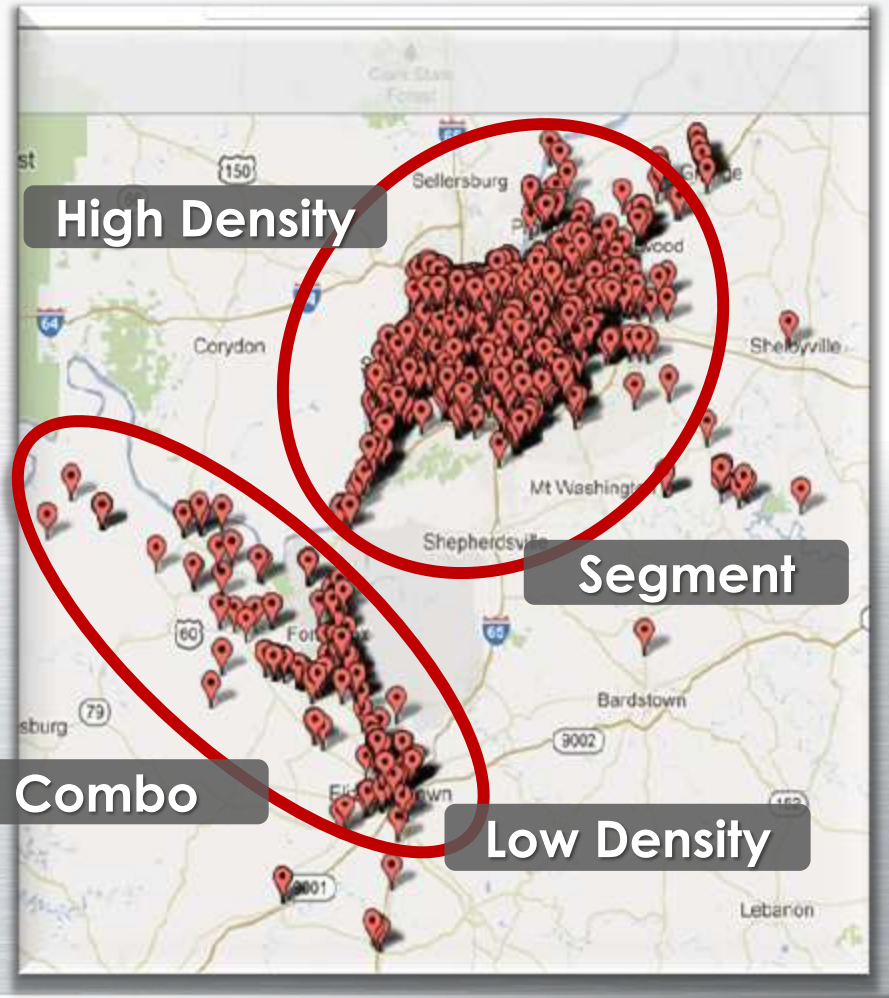
SEGMENTATION MODEL

Decision Tree Method



Sales Force Simulator

IDENTIFYING OPTIMAL ROUTES



As a result, channel routes increased by 24%, delivering 3.4% lift

EXECUTION DASHBOARD

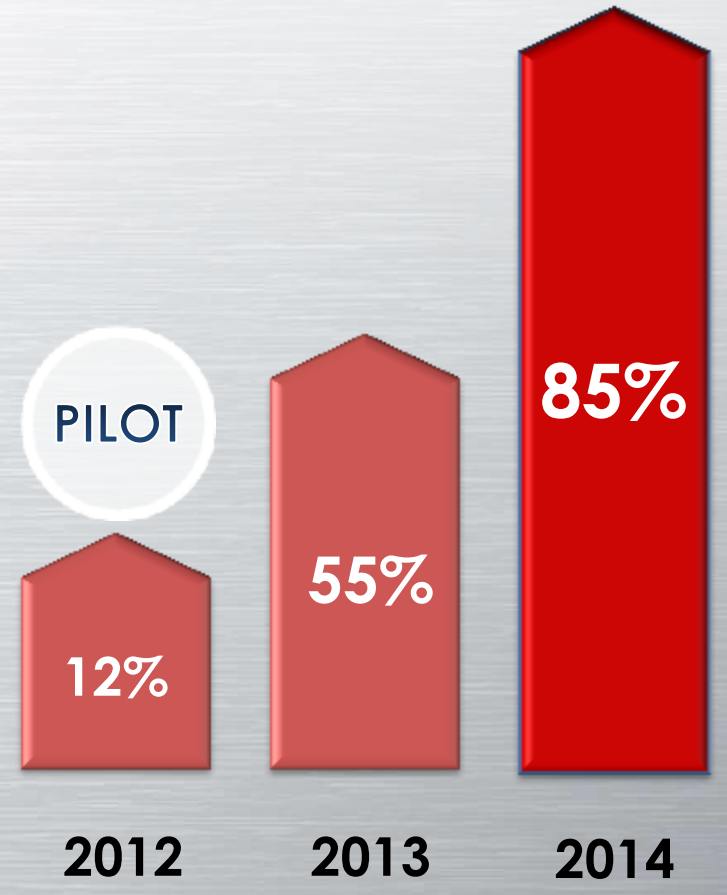
Region	C-Store	On Premise	Grocery	Package Liquor
Region 1	0	0	0	+7
Region 2	+38	+3	+15	0
Region 3	+27	+6	+19	+1
Region 4	+26	+14	+16	-2
Region 5	+17	+18	+6	+18
Region 6	0	0	+1	+1
Region 7	+14	0	+2	-3
Region 8	+24	+2	+22	-4
Total	**+146**	**+43**	**+81**	**+18**
% Change	**+29%**	**+9%**	**+26%**	**+18%**

RESULTS

APT TESTED

+3.4% Lift

WHOLESALER SCALE UP



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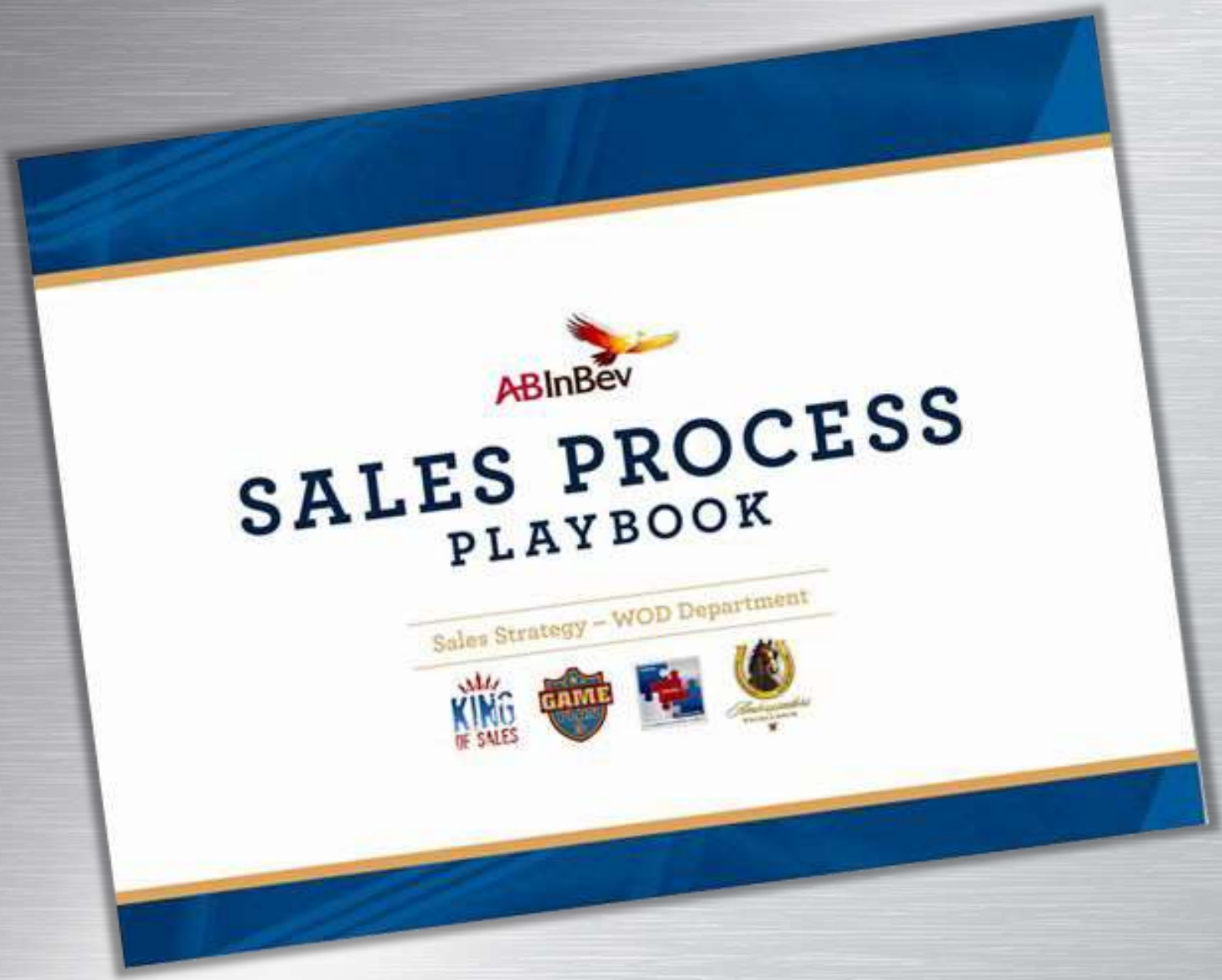

AB InBev
SALES PROCESS
PLAYBOOK
Sales Strategy – WOD Department
KING OF SALES
GAME

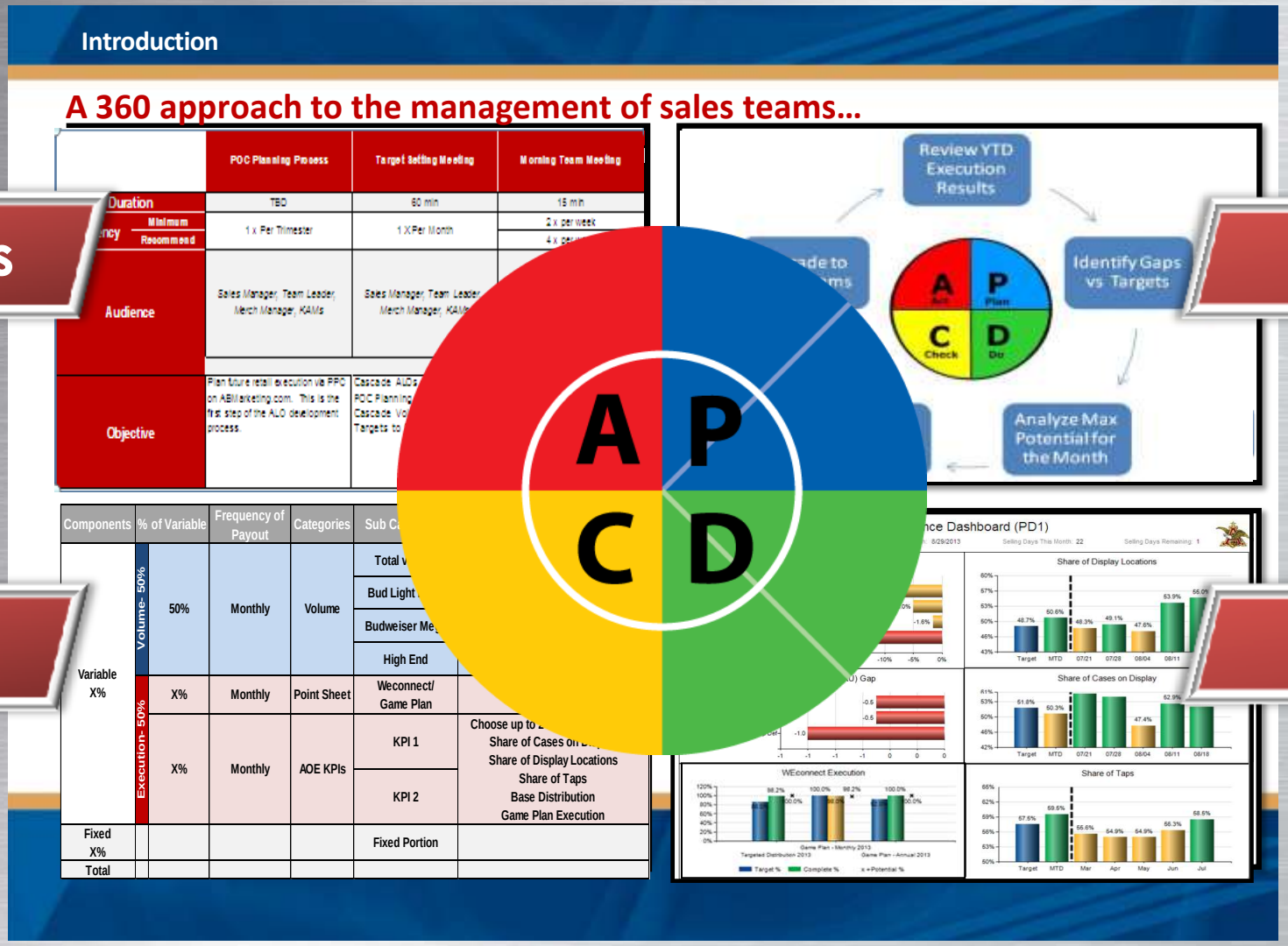
The Sales Process Playbook standardizes routines and tools

Routines

Targets

Compensation

Reporting



Playbooks created for key sales positions to ensure consistency

ANHEUSER-BUSCH, INC.
Mobility
SELLING SYSTEM

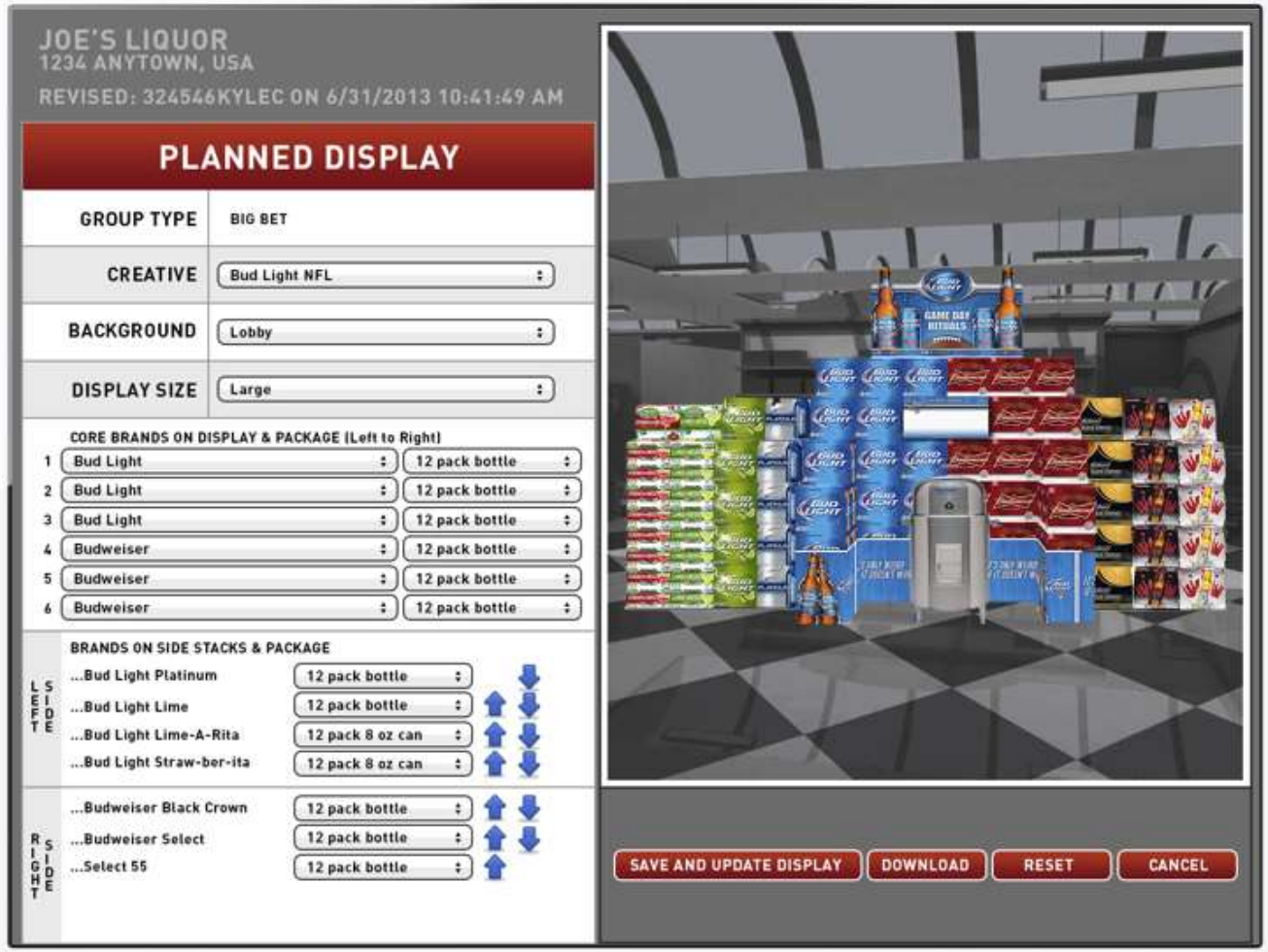
Our Mobility System connects our strategy to POC level objectives

From Game Plan…

To POC Planning …

To POC Level Execution

Reps receive execution objectives on iPads



OBJECTIVES CASCADING

↓

9mm Objectives

↓

500 Wholesalers

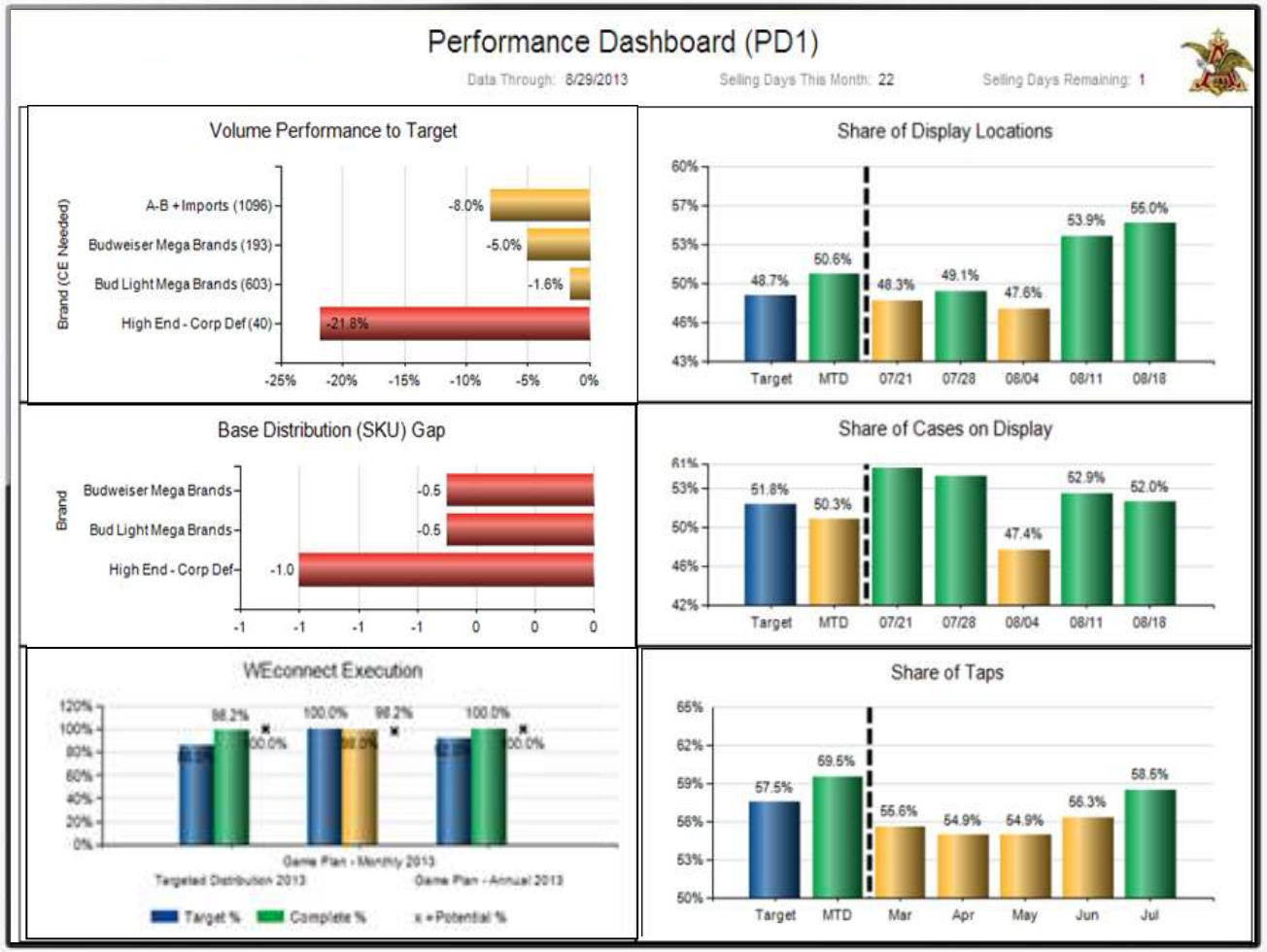
↓

27 k Sales Reps

↓

500k POCs

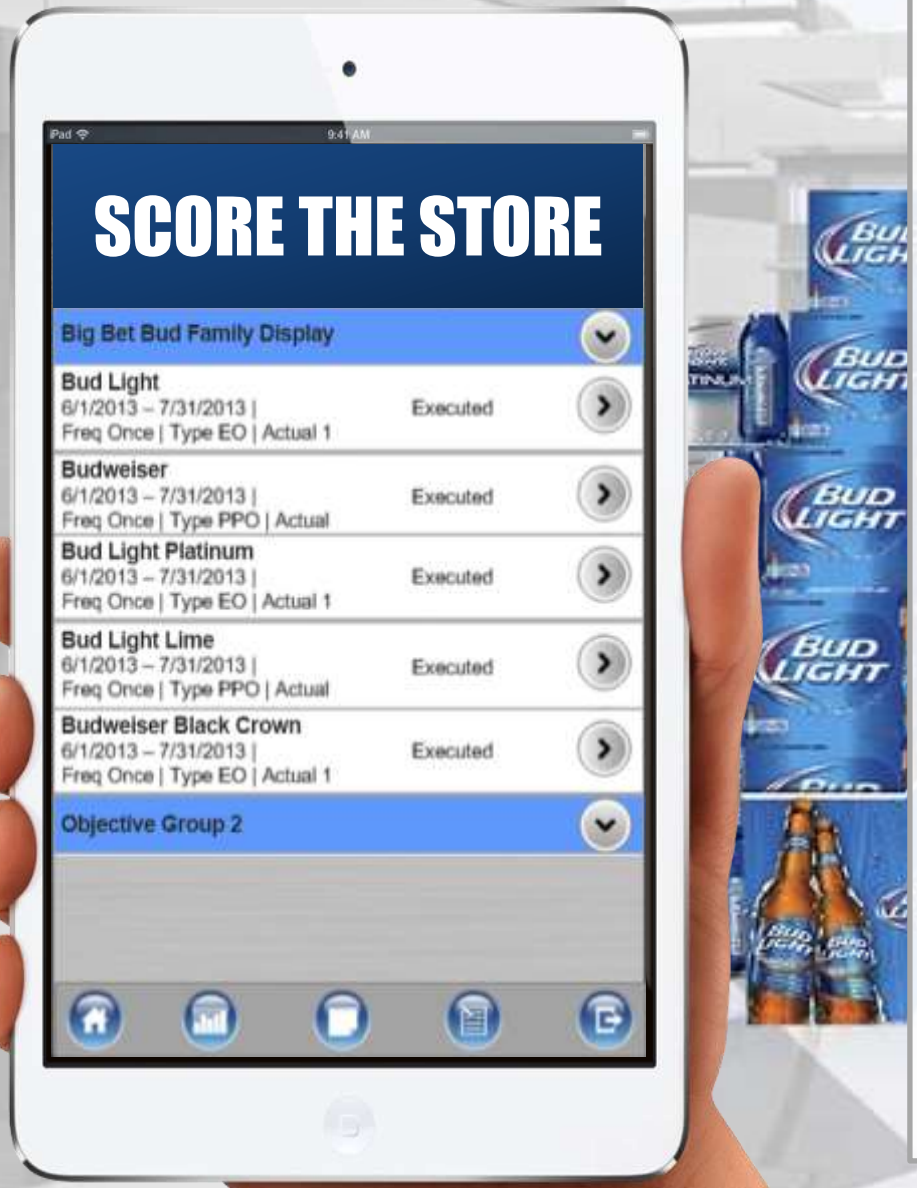
Reps also receive performance tracking dashboards

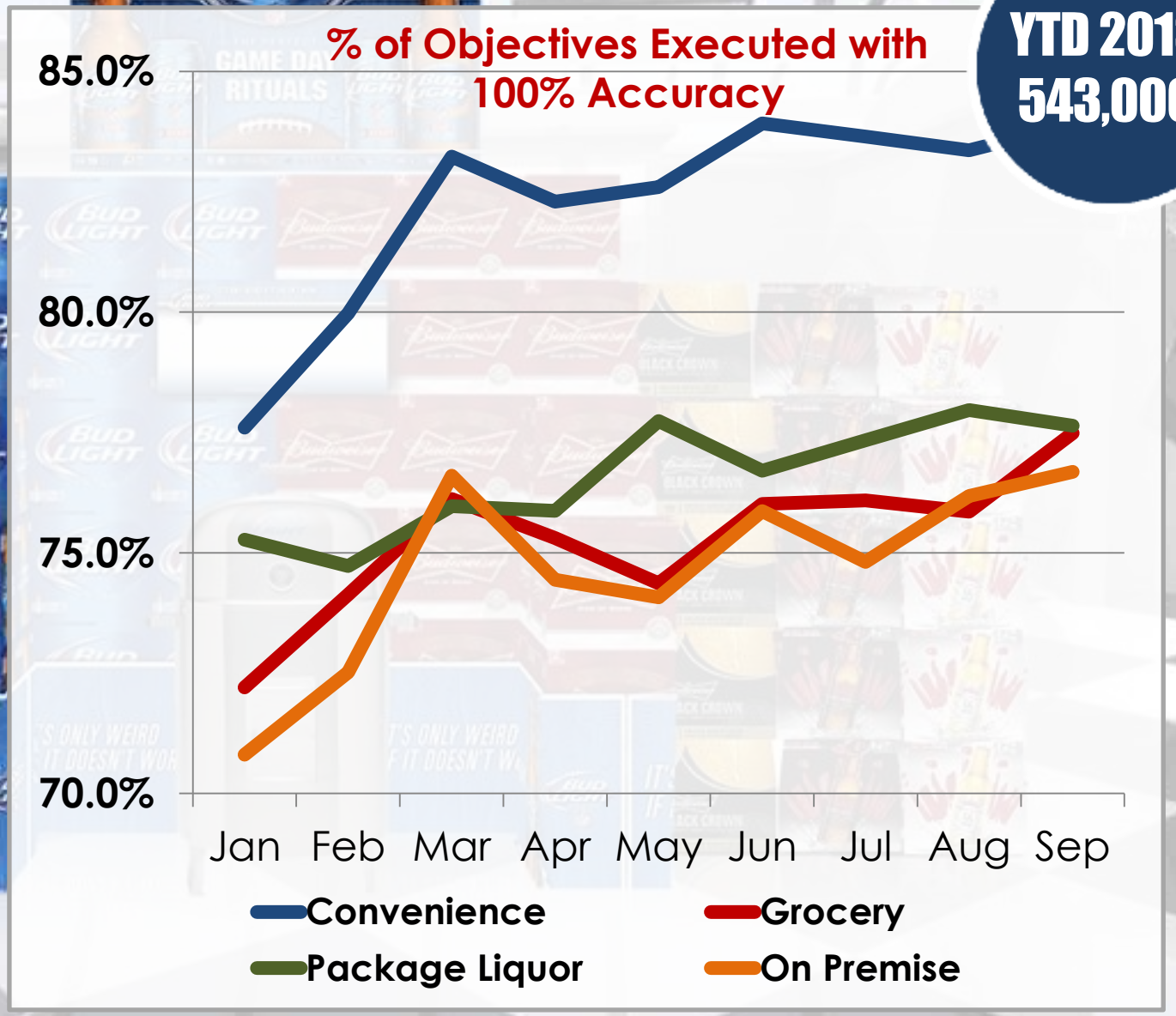


DASHBOARD KPIs

- Volume Performance
- Share of Displays
- Base Distribution
- Share of Taps

Managers completed more than 500k execution surveys YTD

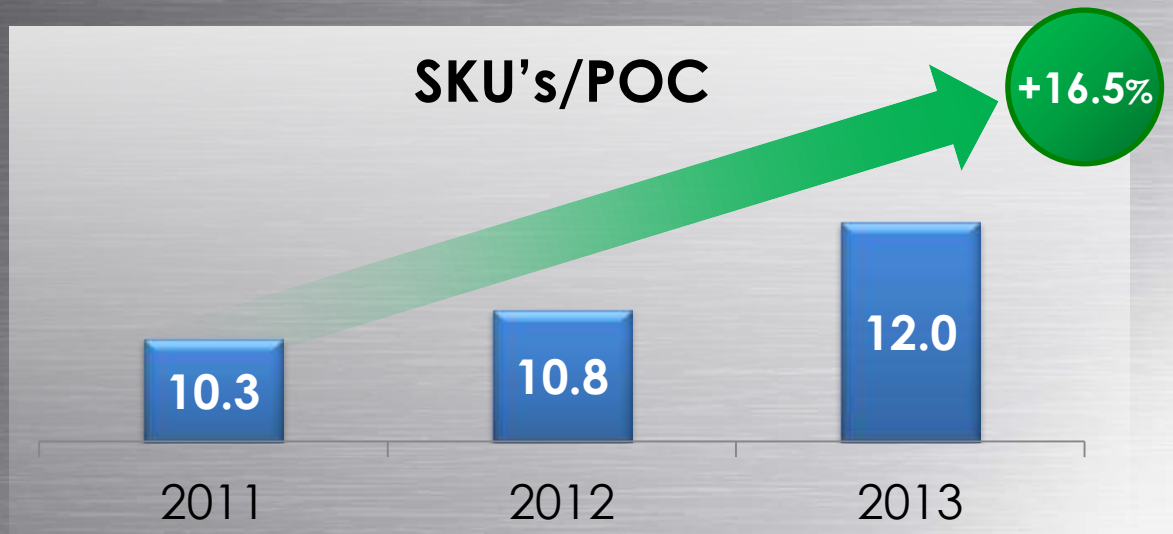




Game Plan has brought consistent execution across the system…

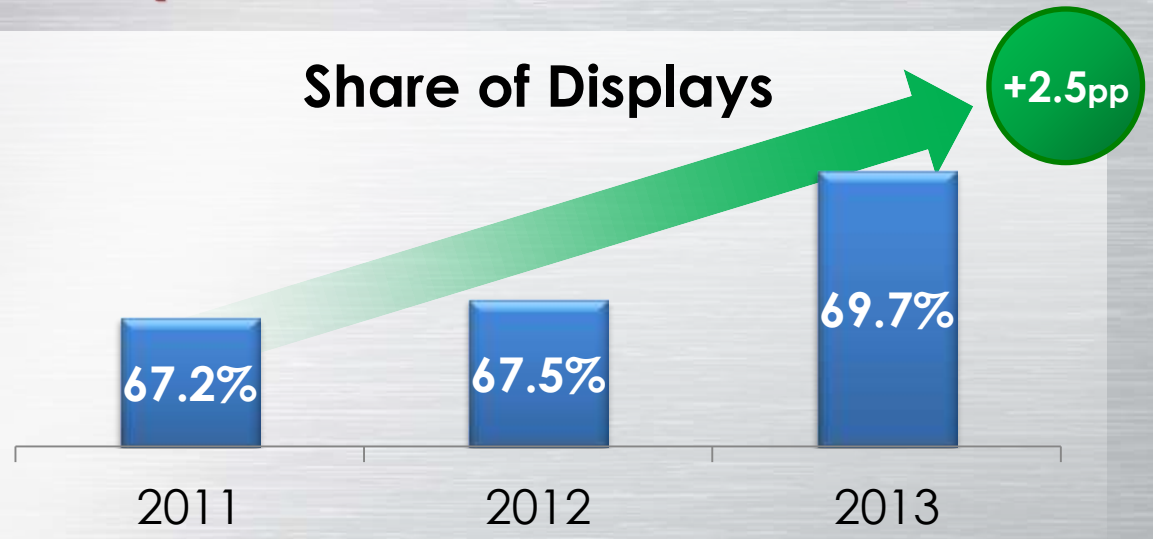
… resulting in increased distribution, space, & features at retail

SKU's/POC



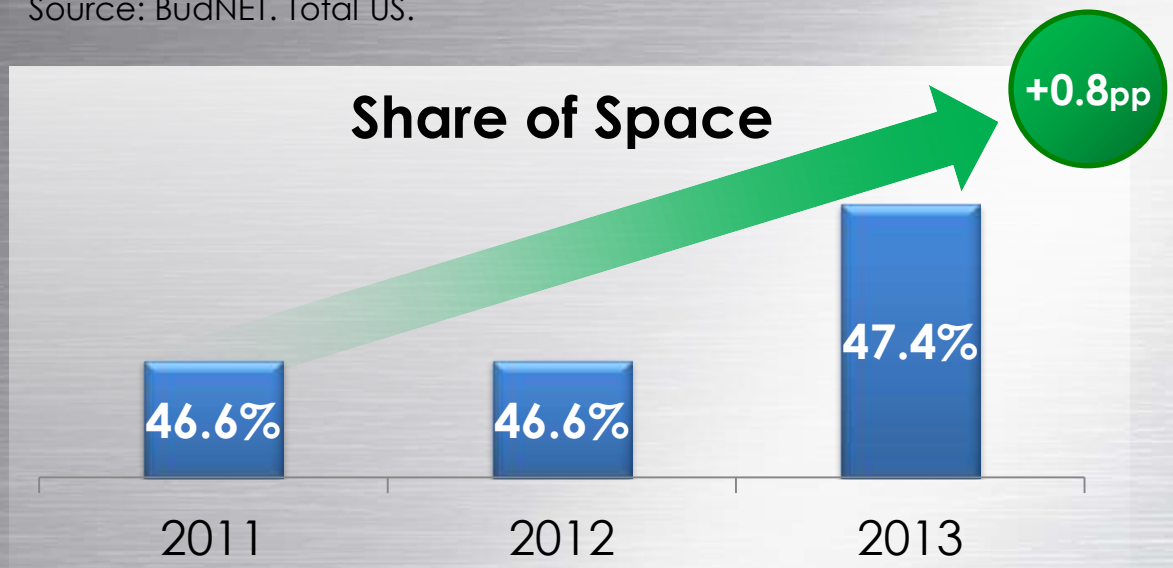
Source: BudNET. Total US.

Share of Displays



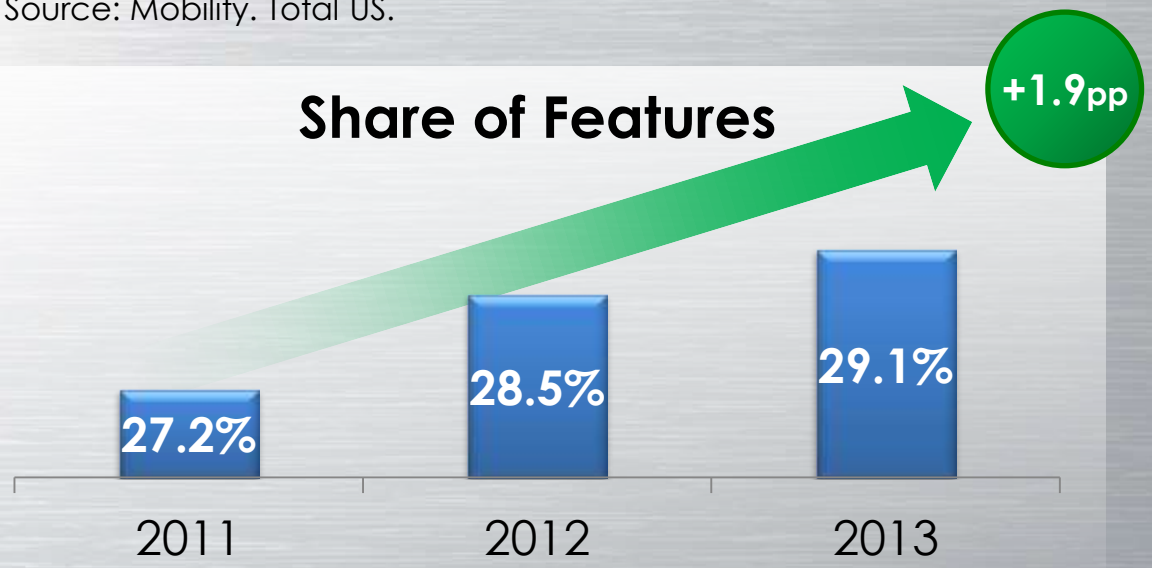
Source: Mobility. Total US.

Share of Space



Source: Shelf Planning Plus. Total US. Off Premise Accounts

Share of Features



Source: Feature Vision. Total US.

*Share of Features YTD September (Feature Vision)

SALES MACHINE
U.S.A.

CATEGORY LEADERSHIP

REVENUE MANAGEMENT

SALES EXECUTION

TRADE MARKETING