



BATORY FOODS

Tiffany Meyers

CONTENT STRATEGY



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PART I ANALYSIS

SWOT ANALYSIS I

STRENGTHS

Our “zones of genius”

- Reputation for quality, integrity and family orientation.
- Reputation for on-time delivery (in most geographies).
- Breadth of product.
- Excellent level of service.
- National footprint.
- Loyal, talented employees.
- Great at LTL (less than truckloads).

WEAKNESSES

What we get wrong.

- Not enough public awareness of all that we do.
 - Just-in-time delivery needs work.
 - Fix on-time delivery in geographies we're failing.
 - Too many customers buy only several products.
 - Internal communication gaps.
 - We jump from one idea to the next, losing focus.
-



SWOT ANALYSIS II

OPPORTUNITIES

We don't use or communicate these advantages enough.

- Communicate importance of "value" over "cheap."
- We have deep internal expertise but too much of it sits unused.
- FSMA investments.
- New facilities.
- Well capitalized.
- Breadth of suppliers and product line.
- Our customer portal project is stalled but we'd be wise to complete it ASAP to give customers the control and visibility they are demanding.

THREATS

These issues could harm Batory if we don't stay vigilant.

- Safety and other regulations constantly change.
- Safety and other regulations are becoming more intense.
- "Why should I buy from you when I can buy direct?"
- Perception that Batory is getting too big and may lose its customer service orientation.



SHARED BELIEFS

WHAT CUSTOMERS THINK

Generally speaking, our customers share certain common positive beliefs about Batory:

- Batory is ethical.
- Batory is service oriented.
- Batory is great at LTL (less than truckloads).
- Batory is a great place to work.
- Batory has great people.

They also carry a few misconceptions.

- Batory is getting too big.
- Batory only does LTL (less than truckloads).
- Batory is costlier.

SHARED EXPERIENCES

THANKLESS JOBS

Our customers' jobs tend to be thankless. If they keep a plant humming along, no one notices. If a plant shuts down, it can end a career overnight.

What To Do: Become a secret weapon for customers, helping them avert crisis and claim their status as the hero.

PRESSURE TO BE TACTICAL + BUY DIRECT

Even if individual buyers understand the value of bundling, many companies pressure our customers to buy tactically.

What To Do: Communicate the long-term value of consolidation; turn strategic buyers into ambassadors

FEAR OF NOT KNOWING

This industry offers little grace time for learning. Our customers are under pressure to have all the answers.

What To Do: Be available to answer questions they're afraid to ask.

FEAR OF BECOMING IRRELEVANT

Our veteran clients started out doing business via fax and handshakes. But the industry has become so technical that many of senior customers feel they can't keep up.

What To Do: Show respect for seniority; follow their preferences for doing business when possible; demystify technology.



PART II CUSTOMER PERSONAS

THE INFLUENCER Carolyn, 48

HOW CAROLYN BUYS

This ideal customer is a strategic thinker in a world of tactical buyers.


- Willing to do what's right for the long term.
- Will spend money to save it.
- Not loyal. Won't hesitate to leave a partner who doesn't deliver.
- Pressured by price-driven colleagues. But she's respected and thus given freedom to work for long-term gains.

BIGGEST OPPORTUNITY

Carolyn truly gets the strategic value of our consolidation services. If we tend to her needs, earn her loyalty and arm her with information to sell up, this influencer can be a Batory advocate.

WAYS TO WIN CAROLYN

- **Make her an Ambassador.** Give her language to champion Batory within her organization.
- **Leverage Her Expertise.** Invite her to speak on a Batory panel discussion at trade shows.
- **Tell Her Story.** Ask for testimonials regularly.
- **Loyalty Program.** Entice her to buy more or different products.



“People listen to me when I talk, so tell me what's new.”

CONTENT FOR CAROLYN

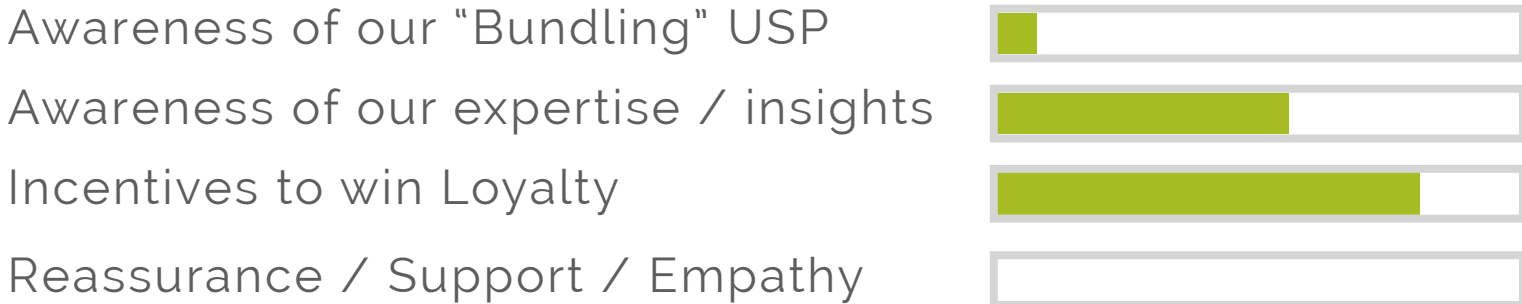
To a certain extent, Carolyn still sees Batory as just a distributor of ingredients, not a distributor of insight. Content can fix that, helping her tackle thorny strategic problems. We can be the partner who gives her an edge in her successful career. (See Content Strategy Section.)

THE INFLUENCER Carolyn, 48

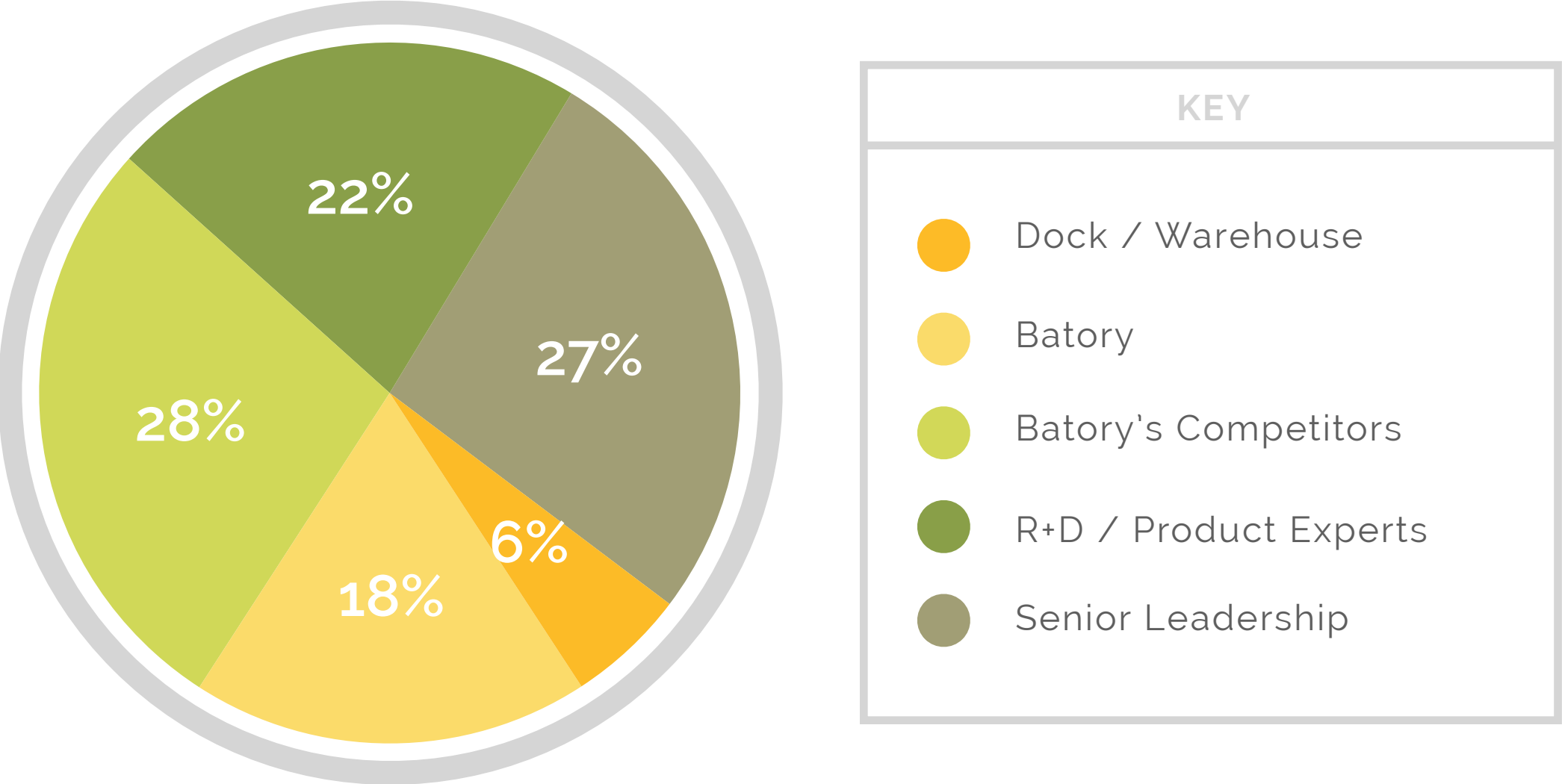
CAROLYN'S BUYING STYLE

- TACTICAL
- VALUE DRIVEN
- CAREER SECURE
- RISK TOLERANT
- STRATEGIC
- PRICE DRIVEN
- CAREER INSECURE
- RISK ADVERSE

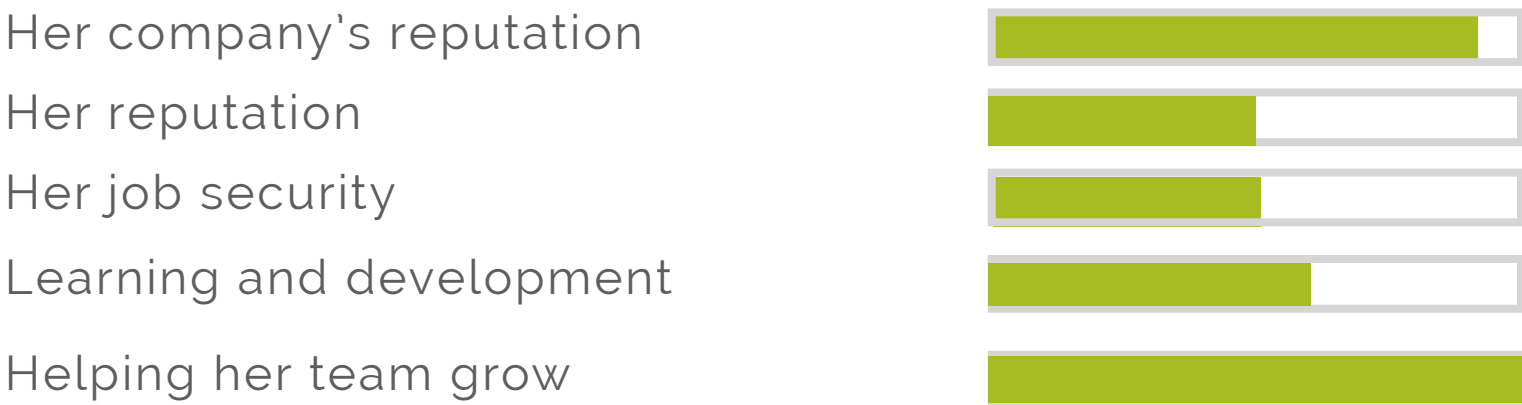
CAROLYN NEEDS MORE:



WHO CAROLYN TALKS TO



WHAT KEEPS CAROLYN UP AT NIGHT



THE UP AND COMER Jennifer, 36

HOW JENNIFER BUYS

She has spent several years in buying, but came from sales and knows she has a lot to learn. She's earned the reputation for value-driven buying.

- Leans on industry partners to help her make strategic decisions.
- With a smaller network than Carolyn, she stays loyal to distributors.
- Balances her strategic instinct with pressure to be price driven.

BIGGEST OPPORTUNITY

Not only is Jennifer poised to become our next Carolyn, she will be in the industry for a long time. If we maintain her loyalty, Jennifer will bring us with her across promotions, jobs and companies.

WAYS TO WIN JENNIFER

- **Help Her Build Her Network.** Engage her in events, giving her exposures to other companies that might hire her.
- **Offer Confidential Counsel.** Let her know that she should ask us any question, any time, with our full confidentiality. We can make her look like a star and earn her loyalty.

"If I succeed,
I'll take you
with me."



CONTENT FOR JENNIFER

At this point in her career, Jennifer knows the ropes. She needs something more sophisticated than a "Buying 101" guide. She needs a deeper education on the wisdom of strategic buying. (See Content Strategy Section.)

THE UP AND COMER Jennifer, 36

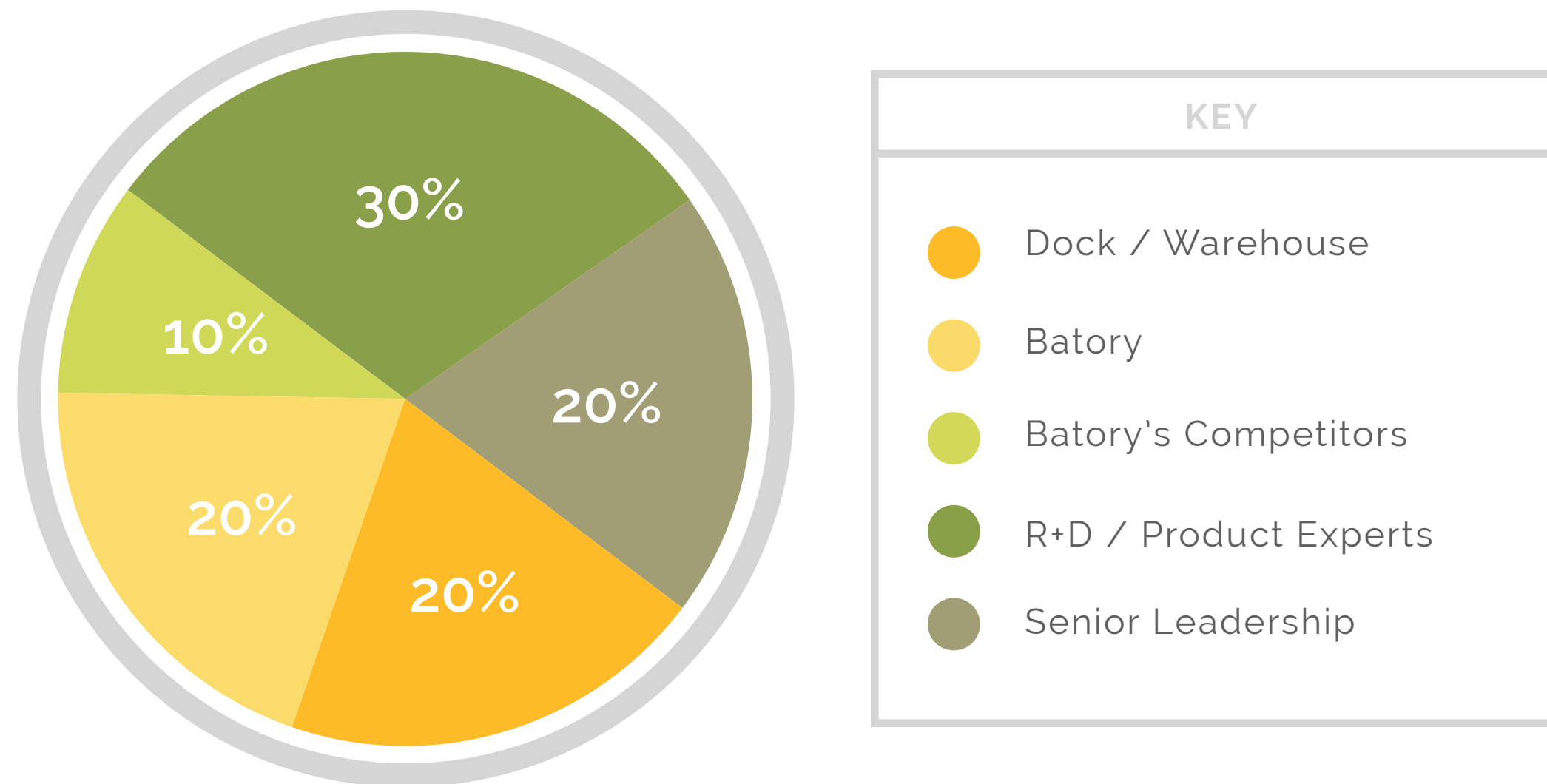
JENNIFER'S BUYING STYLE

- TACTICAL
- VALUE DRIVEN
- CAREER SECURE
- RISK TOLERANT
- STRATEGIC
- PRICE DRIVEN
- CAREER INSECURE
- RISK ADVERSE

JENNIFER NEEDS MORE:

- Awareness of our "Bundling" USP
- Awareness of our expertise / insights
- Incentives to win Loyalty
- Reassurance / Support / Empathy

WHO JENNIFER TALKS TO



WHAT KEEPS JENNIFER UP AT NIGHT

- Her company's reputation
- Her reputation
- Her job security
- Learning and development
- Helping her team grow

THE NEGOTIATOR Chuck, 56

HOW CHUCK BUYS

Chuck is our most tactical buyer. Having been in the industry for decades, he respects the opinion of his professional friends over any other source. He expects to be respected for his seniority. He's an aggressive negotiator who believes that he wins when a distributor loses.

- Opts for the best price now.
- Delivered cost "isn't his problem." Freight is a different department.

BIGGEST OPPORTUNITY

Chuck is a challenging customer, but there's more than meets the eye. More than almost any other customer, he requires our empathy: For instance, he's been burned in the past by trying the next big thing, only to be let down. At this point, he doesn't see the value of trying new approaches. In fact, he sees only the risk.

WAYS TO WIN CHUCK

- Develop content that helps him save money.
- Do business his way whenever possible, whether that's via fax or handshake, and do the heavy lifting for him when tech is involved.
- Reward him for his business with "perks," outings and recognitions.
- Leverage his tight-knit group of industry friends. Ask for his referrals.



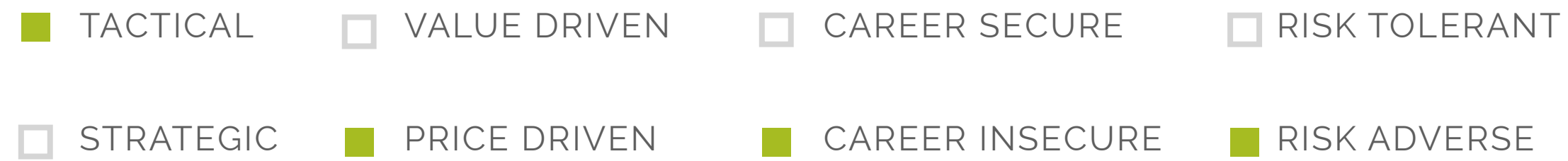
"When you lose,
I win."

CONTENT FOR CHUCK

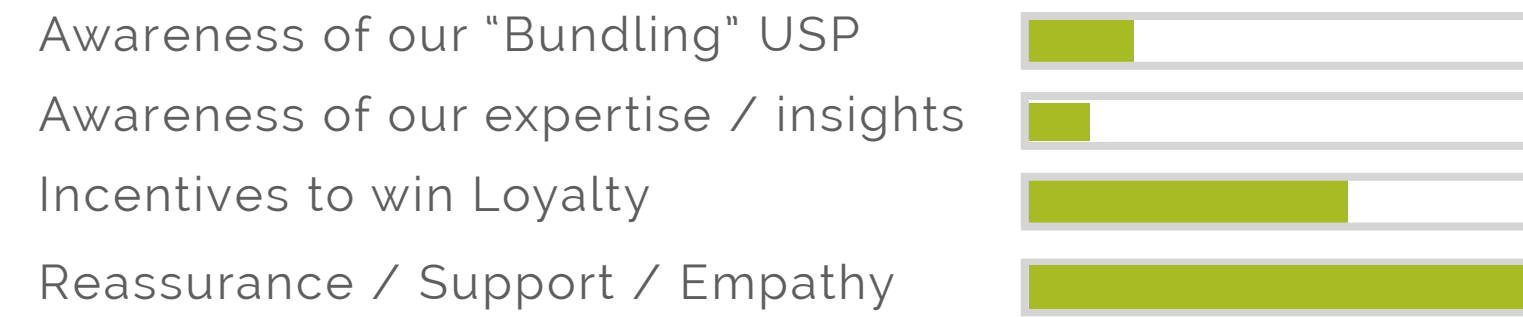
It's important to understand that Chuck is approaching the end of his career. He wants to have made an impact. But tech seems to have overrun the industry. He wonders: *Can he keep up? Is his legacy eroding?*

THE NEGOTIATOR Chuck, 56

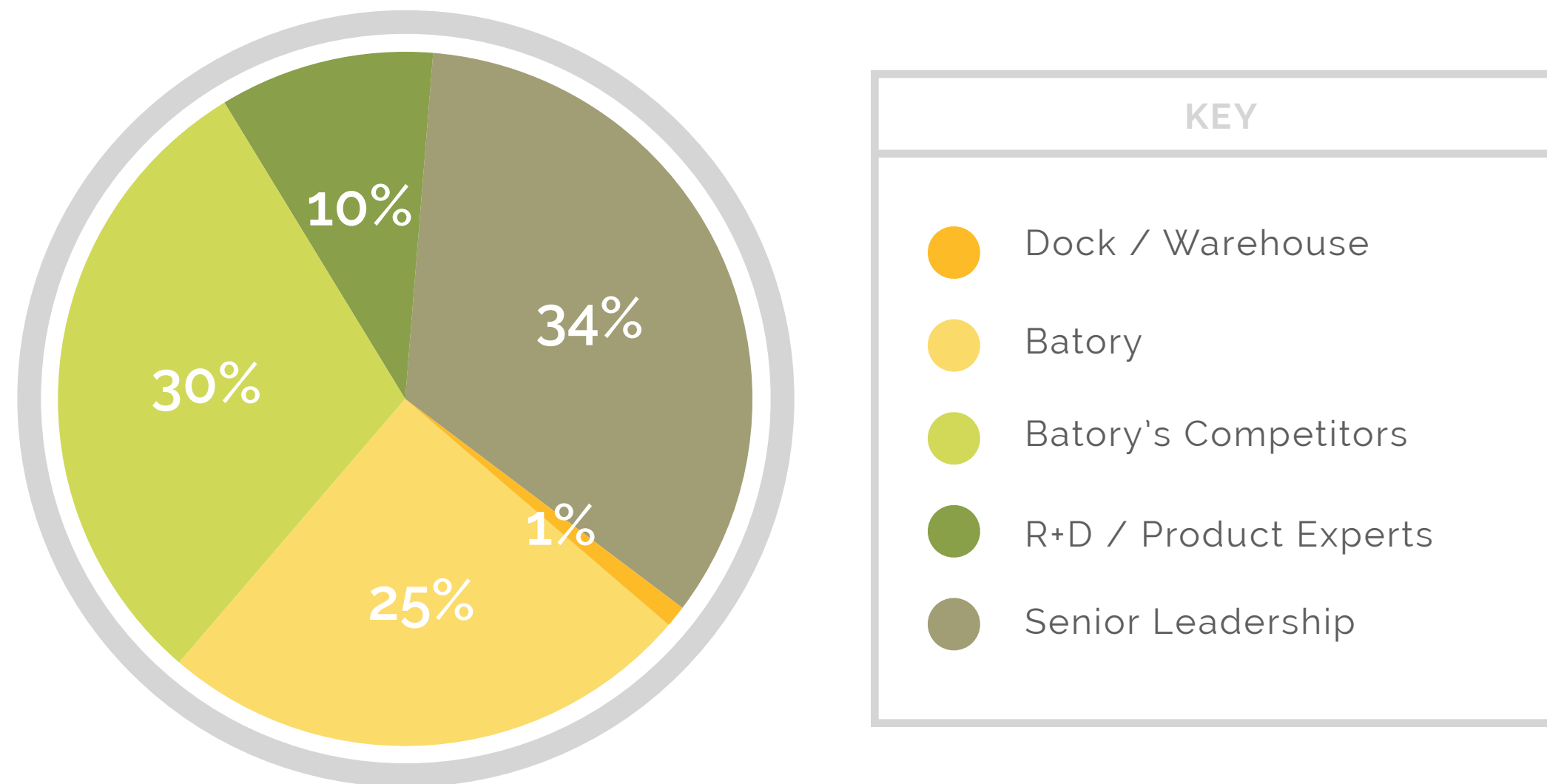
CHUCK'S BUYING STYLE



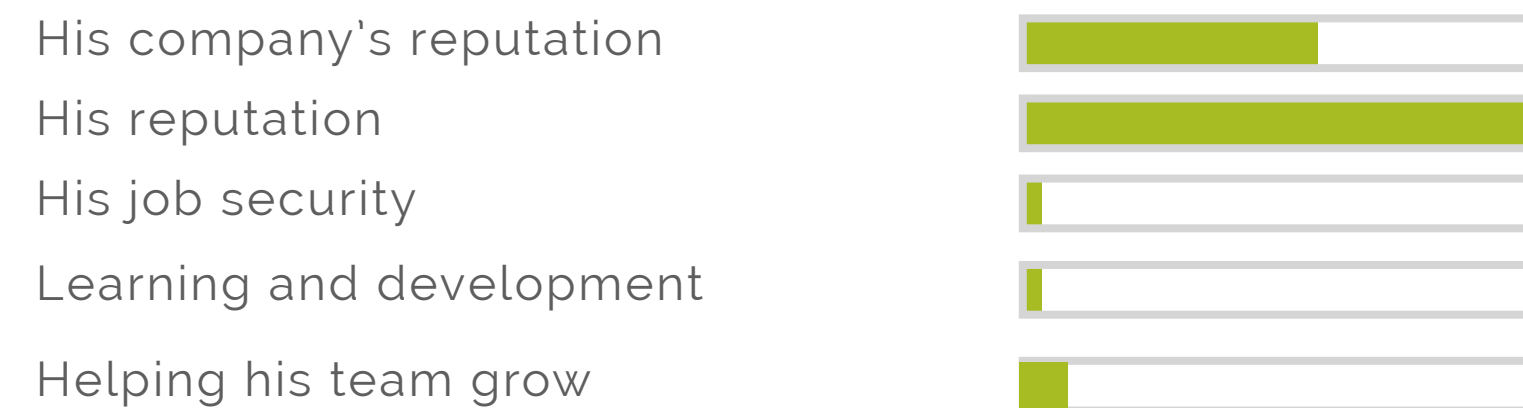
CHUCK NEEDS MORE:



WHO CHUCK TALKS TO



WHAT KEEPS CHUCK UP AT NIGHT



THE NEWBIE Shana, 29

HOW SHANA BUYS

New to the industry, Shana is just now realizing how complicated this industry is. Right now, she's overwhelmed with her workload and, frankly, more concerned about keeping her job than thriving in it.

- Price driven. Needs clear and quick savings, under orders that she save.
- Afraid of pitfalls in the purchasing process.
- Not secure enough to make strategic choices for long- term gains.

BIGGEST OPPORTUNITY

Whereas Jennifer may be hesitant to show she doesn't know the answers, Shana is openly looking for mentors and partners who know the ropes.

WAYS TO WIN SHANA

- **Educate Her.** With a steady stream of insights, including about what bundling, and long-term thinking, can do for her company.
- **Help Her Build Her Network.** Engage her in every event, giving her access to other talented buyers.
- **Offer Counsel.** Let her know that she should ask us any question, any time. By helping her avert catastrophe, we make her look like a star and earn her loyalty.



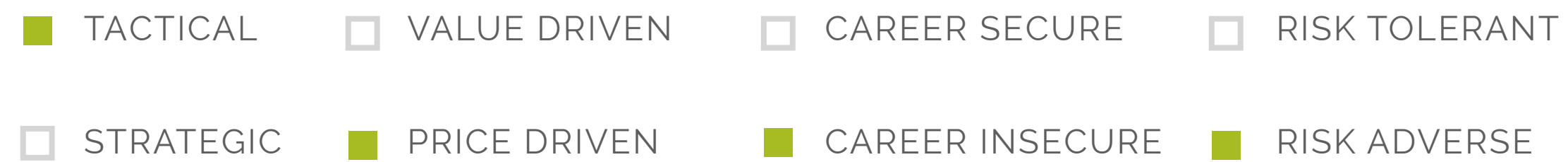
“Eager to learn,
scared to fall”

CONTENT FOR SHANA

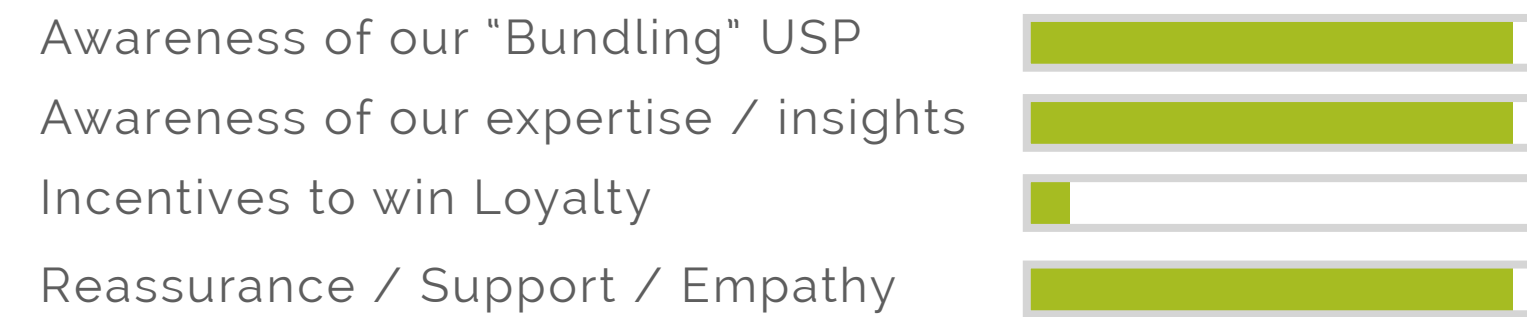
Shana needs basic buyer advice but she is afraid to ask. Our content can fill the gap and maintain her loyalty as she experiences other customers. (See Content Strategy section.)

THE NEWBIE Shana, 29

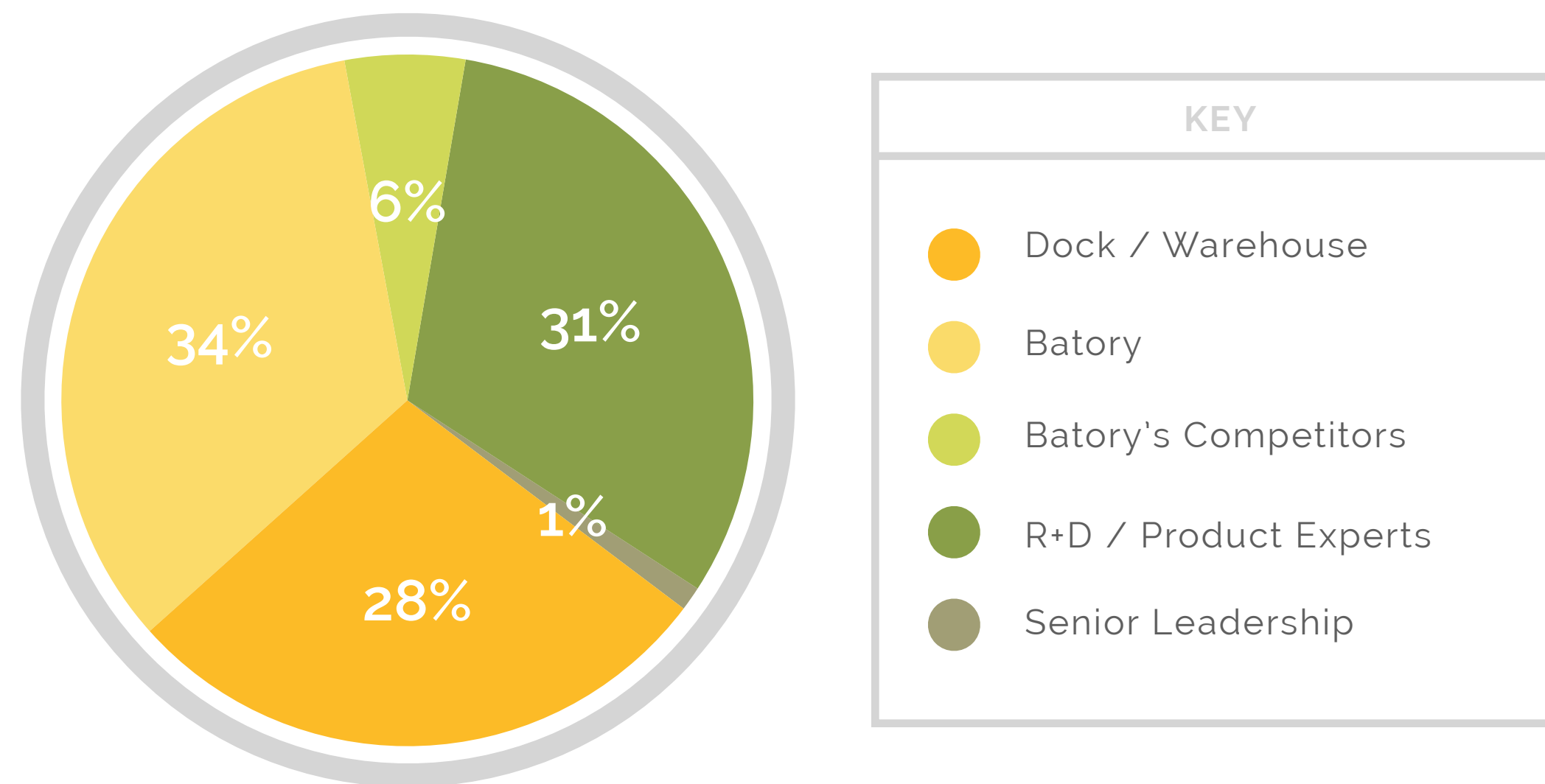
SHANA'S BUYING STYLE



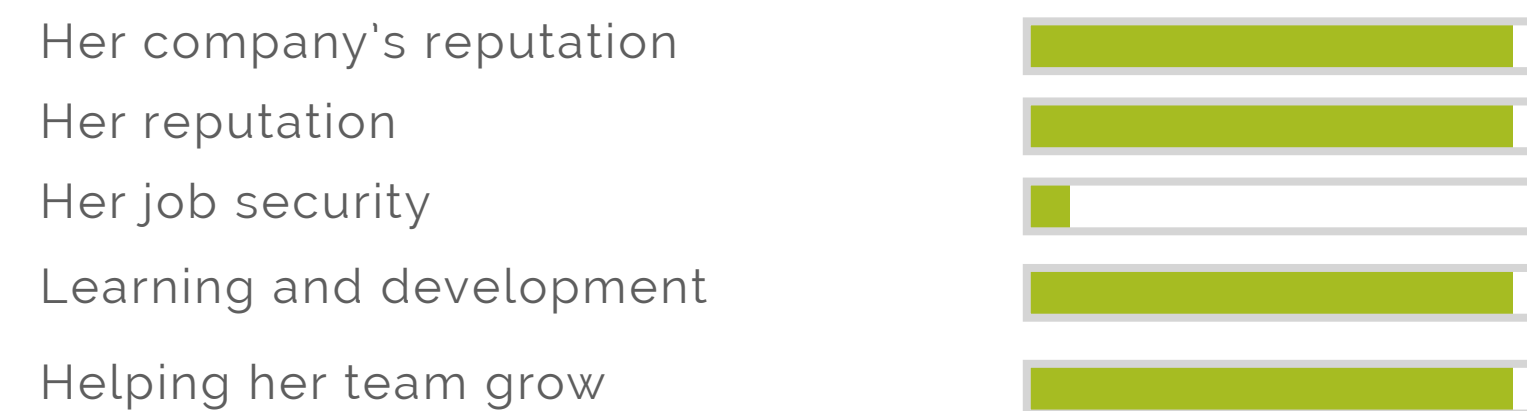
SHANA NEEDS MORE:



WHO SHANA TALKS TO



WHAT KEEPS SHANA UP AT NIGHT





PART III **BRAND ASSETS**

POSITIONING

What we promise, and to whom.

For the food manufacturers that feed America, Batory Foods is the first and last stop for fine ingredients, distributed safely, and for strategic market insights, delivered expertly.

OUR MISSION + VISION

Our highest aspirations for the future and the steps we'll take to get there.

VISION: OUR ASPIRATIONS FOR THE FUTURE

We nourish America and fuel its economy.

MISSION: THE STEPS WE'LL TAKE TO ACHIEVE OUR VISION

Our mission is to help the manufacturers that feed America navigate sourcing expertly so that they can stop running triage at the dock and start building business in the boardroom.

PART I

THE BATORY WAY

Everything we say and do as a brand refers back to these values.

OFFER INSIGHTS BEYOND EXPECTATIONS

Some clients think of us as a purveyor of fine ingredients — and that we are. But we match the quality of our ingredients with the depth of our expertise. We live and breathe ingredients. We live and breathe logistics and fulfillment. Our customers turn to us any time, asking questions they may be afraid to ask colleagues, and come away with insights that fuel their success.

BE PRIVATELY RELENTLESS

We present an easygoing temperament to our customers. But beneath those still waters, we are relentless in our approach to finding solutions to sometimes seemingly impossible challenges. We explore every option until we find answers. And instead of showing customers how hard we work to find answers, we simply show them solutions.

PART II

THE BATORY WAY

Everything we say and do as a brand refers back to these values.

STAY AHEAD OF THE FUTURE

We don't look back on our rich heritage for longer than it takes to pay homage. We look ahead to the future — and we work hard to stay ahead of it. Yes, we're known for so-called old-fashioned qualities because we're reliable, trustworthy and hard working. But we match those values with an innovation-first approach to technology, food trends and sourcing.

OFFER SUPPORT OVER SALES

We've built our legacy by always doing the right thing for our people, customers and community. If a customer wants an ingredient that won't serve their best interests, we steer them in a better, more strategic direction. If we lose a deal because we opted to act from integrity, we lament the loss for a moment and celebrate the integrity forever.

PART III

THE BATORY WAY

Everything we say and do as a brand refers back to these values.

NEVER COMPROMISE ON SAFETY

By serving national food manufacturers across the US, we supply the ingredients that nourish America. We never compromise on safety, because every ingredient represents untold human lives.

BE AS GOOD AS OUR WORD

If we don't think we can meet a request, we don't commit to it. We do what we say. We show up. We deliver more than what's expected of us. Because we know the measure of a person is faithfulness to their word.

WORK HARD, LAUGH HARDER

Life is too short to work halfway. And it's too short to work without joy. We go the extra mile to deliver results — and we do it with a sense of fun.

FEATURES TO BENEFITS

How to communicate the benefits behind every feature, answering the question: What's in it for me?

FEATURE Documentation Support.

BENEFIT You have better things to do than chase paper. Our documentation support is second to none,

FEATURE Volume.

BENEFIT We buy more. You spend less.

FEATURE Supply Warehousing.

BENEFIT We protect your supply. You protect your brand equity.

FEATURE Expertise.

BENEFIT We help you avert catastrophes so you can be the consummate professional you know you are.



PART IV **MESSAGING**

THEME I

WE'RE A CAREER LADDER

Verbal expression: Headline and ad copy options, including variations.

BATORY FOODS: SEEING YOU SAFELY THROUGH SOURCING.

We see you safely across every sourcing pitfall, include those you never saw coming. That helps you grow your company and career. In the end, you can stop running triage at the dock. And start building business in the boardroom.

BATORY FOODS: MOVING INGREDIENTS, MOVING YOU FORWARD.

We see you safely across every sourcing pitfall, helping you grow your company and career.

BATORY FOODS: YOUR BACK POCKET EXPERT.

We see you safely across every sourcing pitfall, helping you grow your company and career.

BATORY FOODS: JUST ASK.

We sell ingredients but serve insights. Ask us the questions you'd never ask a colleague.

THEME II

WE DELIVER INGREDIENTS AND SERVE INSIGHTS

Verbal expression: Headline and ad copy options, including variations.

BATORY FOODS: DELIVERING INGREDIENTS. DELIVERING STRATEGY.

We see you safely across every sourcing pitfall, helping you grow your company and career. So stop running triage at the dock. And start building business in the boardroom.

BATORY FOODS: WE DELIVER MORE.

With every truckload, we deliver the quality ingredients you need, plus the expertise and service you deserve.

THEME III

ONE-TRUCK SOLUTION

Verbal expression: Headline and ad copy options, including variations.

BATORY FOODS: THE ONE TRUCK SOLUTION.

Our one-truck solution helps you free up cash, dock space and countless hours.

BATORY FOODS: ONE TRUCK, INFINITE POSSIBILITY.

Think about possibilities, not purchase orders. Our one-truck solution helps you free up cash, dock space and countless hours.

BATORY FOODS: A LOT'S RIDING ON OUR ONE-TRUCK SOLUTIONS.

Our one-truck solution translates to less labor, less overhead ... and infinite possibility.

BATORY FOODS: LESS IS MORE.

Our one-truck solution streamlines the distribution process, not to mention your to-do list.

THEME IV
ONE DAY AWAY

Verbal expression: Headline and ad copy options, including variations.

BATORY FOODS: YOUR LOCAL NATIONAL DISTRIBUTOR

No matter where you are in the continental US, Batory is always within one day of transit. We're the most local national distributor you'll ever meet.

BATORY FOODS: THE MOST LOCAL NATIONAL DISTRIBUTOR YOU'LL EVER MEET.

Think about possibilities, not purchase orders. Our one-truck solution helps you free up cash, dock space and countless hours at the warehouse.

BATORY FOODS: A DAY AWAY.

Our footprint means we're always within one day of transit, no matter where you are in the continental US. We're the most local national distributor you'll ever meet.

THEME V

CONSOLIDATION SERVES YOU

Verbal expression: Headline and ad copy options, including variations.

BATORY FOODS: MORE DIRECT THAN DIRECT.

There's nothing "direct" about pouring cash into inventory and overhead. Batory delivers what you need, when you need it, freeing up cash and dock space.

BATORY FOODS: CONSOLIDATION—FAST.

As your strategic buying and sourcing partner, Batory Foods will help you plan and implement a strategic consolidation program quickly — and quickly is exactly when you'll reap the rewards.



PART V **STRATEGIC IMPERATIVES**

FIVE STRATEGIC IMPERATIVES

1. BE THE BEST PLACE TO WORK.

Insight: Talent is our secret ingredient.

tactical overview: Become an official “best workplace” via third-party audit, learning from the process. Attract talent with the right DNA and keep them by offering recognition, career growth and relevant and better internal comms.

2. BE A CELEBRATED THOUGHT LEADER.

Insight: Intelligence is as important as Ingredients.

tactical overview: Increase awareness of Batory’s brand and value propositions by establishing a more strategic, content-rich presence at trade shows and by creating content to share the benefits of strategic consolidation, product breadth and sourcing and industry expertise.

3. EDUCATE + INCENTIVIZE TO CHANGE BEHAVIOR.

Insight: Too many clients neglect their best interests and it’s up to us to change that.

tactical overview: Change customer behavior by creating useful content, completing the customer portal, deploying a CRM and implementing more modern marketing approaches, like digital marketing and drip campaigns.

4. BE THE “EASY BUTTON” OF DISTRIBUTORS.

Insight: We already own OPs. Time to leverage that.

tactical overview: Take advantage of our reputation for operational excellence and make it even stronger, like with a risk mitigation program and a corrective action program.

5. BRING SALESPEOPLE INTO THE FOLD.

Insight: Only a United Front will change behavior.

tactical overview: Win buy-in from our sales org on this strategy by engaging team members in efforts to implement these improvements and innovate new ones. Ask sales leaders to become program ambassadors and encourage their participation in creating a new customer journey.

ONE.

BECOME THE BEST PLACE TO WORK.

INSIGHT

Talent is our secret ingredient. We've earned a reputation for best-in-class customer service. In addition to our commitment to quality, the fact that we hire and retain the best talent is our secret ingredient. But as we nearly double in size, customers are saying that Batory is getting "too big" and could be losing its service orientation. To fight this, we must put concerted effort behind maintaining our reputation and building it.

ACTION

Become an official and unofficial best place to work.

ONE: TACTICS BECOME THE BEST PLACE TO WORK

EARN THE “BEST WORKPLACE” DISTINCTION.

Apply for third-party “best workplace” designation, like Fortune’s “Great Place to Work.” These criteria are specific and may differ from our personal sense of what makes a good workplace.

BE A CELEBRATED THOUGHT LEADER.

The process of applying for an official “best workplace” designation will uncover opportunities to make cultural improvements. Take advantage of this.

SURVEY EMPLOYEES

Conduct regular employee satisfaction surveys. Act decisively on insights.

CRAFT RELEVANT AND BETTER INTERNAL COMMS

Continue to communicate Batory Basics. Commit to making internal communication more transparent.

DEVISE RECOGNITION PROGRAM

Peer-to-peer recognition rewards employees who live the Batory basics and brand story.

ENGAGE PEOPLE AROUND OUR BRAND STORY

- Unveil brand story at live presentation, led by executive leader.
- Make brand story visible via signage and on internal site.
- Focus internal communications on brand story, like employee brochure: What does it mean to live the Batory brand story?

SUPPORT PEOPLES GROWTH.

Deliver meaningful skills training to all people. And deliver meaningful training to salespeople on proven sales tactics, product and market knowledge.

RECRUITMENT CAMPAIGN

- Create a “DNA” campaign to attract the right talent and tell the brand story to recruits.
- Video in which employees discuss what it means to be part of Batory.
- “Day in the life” video featuring different employees across departments.

ESTABLISH PERFORMANCE KPIS

Measure them frequently.

TWO.

BECOME A CELEBRATED THOUGHT LEADER

INSIGHT

Intelligence as important as ingredients. The sourcing process is full of hard-to-foresee pitfalls and hazards. Our 40,000 foot view gives us the perspective to avert crisis. Too many customers forget that we're consultants and see us as merely a distributor. Moreover, many of our customers — like our new-to-the-industry buyers — feel pressure to have all the answers. For them, asking the very basic questions they need to thrive is risky.

ACTION

Develop reputation for thought leadership via content and branding. And make sure customers know they can come to us with any question, in confidence.

TWO: TACTICS BECOME A CELEBRATED THOUGHT LEADER

PARTNER WITH AN AGENCY.

Create brand campaign and product campaigns, focusing on:

- Consolidated offering: "One stop shop" video.
- Easy company to work with: "Be the Hero" video.
- Premier distributor of animal/plant proteins and protein blends.
- Major distributor of nutritive sweeteners, HIS, alternative sweeteners and sweetener blends.
- Logistics expert that helps customers avert crisis.
- Expert in processing and handling.
- Partner in documentation excellence.

DEPLOY CONTENT MARKETING.

Our content and conversations must meet the unique needs of each customer type:

- Help the **tactical buyer** save money.
- Arm the **strategic buyer** with information they need to sell our bundled service up.
- Give the **new buyer** "Buyer 101" information.
- Feature the **veteran buyer's** expertise, giving them a platform from which to share their own knowledge and earn status.

See Content Strategy Section.

PARTNER WITH A PR FIRM.

Engage a PR firm to manage social/content tactics:

- Outreach to the trades.
- Identify star experts who can speak fluently on their market.
- Train Batory leaders who will be press facing.
- Strengthen LinkedIn presence, with product and services tabs.
- Interact with LinkedIn groups.
- Repurpose content, including Batory trend newsletters and presentations on SlideShare.
- Deploy Batory's star experts to speak and lead panel discussions.

TURN CUSTOMERS INTO ADVOCATES.

A segment of our customer base does understand the tremendous value of our bundling services, which requires long-term thinking. We must make these customers advocates of our value by giving them:

- Language they need to sell the idea up.
- A platform, like at trade show panel discussions, in which to share their strategic acumen.

THREE.

INFORM + INCENTIVIZE TO CHANGE BEHAVIOR

INSIGHT

Clients neglect their best interests — we can change that. Too many of our customers buy in a manner that works against their best interests. For instance, they buy too few items to benefit from our bundling service. Veteran customers, both tactical and strategic, work under pressure and are quick to abandon us for a seemingly better deal, which rarely pans out.

ACTION

Unveil this strategy, outlining Batory's expectations for teams. Be transparent about the challenges we face. Partner with sales leaders and salespeople to implement programming and tactics and measure change.

THREE: TACTICS INFORM + INCENTIVIZE TO CHANGE BEHAVIOR

DIGITAL MARKETING

Engage Monetate to optimize/test website and customize portal.

- Testing, A/B and "multivariate" testing optimizes your site.
- Emphasize customization and personalization.

IMPLEMENT A CRM

Namely: Salesforce and its companion marketing product Pardot

Provide training on proper use of Salesforce.

Track sales and customer behavior.

Deploy Pardot to assist in nurture campaigns and points programs.

DEPLOY DRIP CAMPAIGNS

At predetermined "triggers" in the pre-sales, sales and post-sales process, a series of automated emails, phone calls and personal notes are sent to nurture customer relationships, loyalty and retention and to convert leads into buyers.

Pardot empowers automated customer communications.

GET SERIOUS ABOUT DATA

Use CRM to track and react to sales activity and customer behavior.

Use "Net Promoter Score" survey.

Implement customer feedback surveys and complaints.

Partner with QL to collect, analyze and act on website analytics.

HOST INNOVATION SESSIONS WITH SALES ORG

Collaboratively determine tactics sales team will use:

Collect and publish customer testimonials.

Ask for more referrals.

Determine the trainings needed to fill gaps.

Implement a mentorship program.

Consider appropriate additional education.

CONTENT MARKETING

See content strategy.

RETHINK TRADE SHOWS

Limit the generation of bogus leads; students, consultants, foreign suppliers looking for anyone to sell.

Implement well-articulated objectives and position marketing and CTAs to ensure the "right" customers are drawn to our booth.

Incorporate ingredient offering AND operations expertise as value offering in local and national trade show campaigns:

LOYALTY PROGRAM

Incentivize customers to stay with us by offering bottom-line savings and educating the tactical buyer about consolidation services.

FOUR.

BECOME THE “EASY BUTTON” OF DISTRIBUTORS

INSIGHT

We already “own ops.” We are unparalleled in several operational arenas that could make or break a client, from health and safety to documentation. It’s time to leverage and build on that.

ACTION

With the goal to be seen as an easy company with which to do business — and a company that steers customers safely through sourcing — we will streamline and strengthen every touchpoint.

FOUR: TACTICS BECOME THE "EASY BUTTON" OF DISTRIBUTORS

USE NET PROMOTER SCORE

To keep customers satisfied and fill unmet needs.

PARTNER WITH STORYTELLING EXPERTS

To tell the story of how we make life easier for buyers.

- Content marketer.
- Ad agency.
- PR firm.

CHARTER A BETTER CUSTOMER JOURNEY

From cold leads to loyal customers, we'll map and improve the customer journey. For every stage of various customers' journey along the buying funnel, we will identify:

- Quality of experience on a scale of 1 to 10.
- Batory marketing and communications.
- Batory people encounter.
- Who from Batory "owns" the stage.
- Behaviors they exhibit.
- Opportunities to improve the journey.

IMPLEMENT CORRECTIVE ACTION PROGRAM

To give our customers an extra dose of security.

RISK MITIGATION

Most of the tactics that will mitigate risk are operational. However, marketing can reinforce the importance of Batory Basic #1 through conversation and content.

FIVE.

BRING SALESPEOPLE INTO THE FOLD

INSIGHT

Only a united front will change customer buying. To change customer behavior and to meet the goals we've set for 2022, the sales organization must be on board with current plan and engaged in innovating new tactics.

ACTION

Unveil this strategy, outlining Batory's expectations for teams. Be transparent about the challenges we face. Partner with sales leaders and salespeople to implement programming and tactics and measure change.

FIVE: TACTICS BRING SALESPEOPLE INTO THE FOLD

HOLD WORKING SESSIONS WITH SALES LEADERS.

Co-create customer journey map.

Rely on leaders to sell across and down the ladder.

Appoint Strategy Ambassadors, drawing from management ranks.

IMPLEMENT A CRM

Sales org wants and needs a CRM to achieve our goals.

OFFER ROBUST SUPPORT

Provide education, programs, internal comms and trainings about:

- Sales tactics and sales success.
- Product knowledge.
- Market knowledge.
- Use of Salesforce.
- Devote attention to sales in internal communication. ("Sales brief" newsletter).
- Give successful salespeople opportunities to shine in "best practice" presentations.
- Implement a \$700 annual education stipend.

LAUNCH A MENTORSHIP PROGRAM

High-performing salespeople work with new salespeople in a mentor relationship to increase the number of their customers in the 1+2 segments.

CREATE A CULTURE OF KPI'S AND RECOGNITION

Establish recognition traditions, from gifts to formal awards to informal peer to peer recognition opportunities, to honor sales people who meet the goals we've established for 2022:

- Increase 1+2 customers by 10% within the year.
- Grow number of purchases from average of 5 to an average of 8.
- Grow number of items per order from 2 to 3+.
- Double ave. number of purchased items per customer by 2022.
- Reduce number of people who stop at buying 5 products by 20%.
- Keep selling what we already have while also growing more lines.
- Increase customer interest in turning over LTL business to Batory.
- Higher ratio of LTL and mixed load business to T/L business.



PART VI **CONTENT STRATEGY**

CONTENT STRATEGY FREQUENTLY ASKED QUESTIONS

WHAT IS BRANDED CONTENT?

It is content that serves a brand powerfully but indirectly by serving readers' needs first and foremost. It should not sound like advertising. It should not read like advertising. It should not smell like advertising. It is editorial that gains favor for a brand by being useful.

HOW DO WE "DO" CONTENT?

Batory is a distributor, not a publisher, but an array of partnership options makes content feasible:

- A content developer will create a portfolio of custom offerings.
- A PR firm will "place" your experts in industry venues.
- A ghostwriter can help Batory experts turn ideas into content.

HOW DO WE DEPLOY CONTENT?

- Use a library of content as part of your drip campaigns, giving away relevant information at various stages of customer relationship.
- Require people to provide email info to access white papers from your site. Follow up on every lead you gather.
- Use content as an excuse to reach out to prospects: "We just published a paper I think could help you. I've attached it here!"
- Give every piece of content "longer legs" by promoting and repurposing it on social media.
- Use NPS to unearth problems your customers face. Create content to solve that problem.
- Engage Batory experts in creating content.

HOW DO WE DETERMINE TOPICS?

From our customer persona workshops, we know what each customer type needs. See next page. Overall, however, we also know we want to be recognized as purveyor of:

- Industry insights.
- Breadth of animal and plant proteins and protein blends.
- Savings via consolidation.
- Nutritive sweeteners.
- Logistics expertise.
- Expertise in processing and handling.
- Documentation excellence.



OUR AUDIENCE I

THE INFLUENCER

Carolyn, Veteran Strategist

CAROLYN AS A CONTENT CONSUMER

Carolyn and veterans like her already understand the benefits of consolidation and other strategic buying practices. But she needs data and language to help her sell the idea up.

OBJECTIVE

Help her persuade her company to buy strategically and convince her of our thought leadership.

CONTENT

- “How to launch a strategic program in less time and reap rewards.”
- “Report on the ROI of consolidation.”
- Best practices in logistics, FSMA, processing and handling and documentation excellence.



OUR AUDIENCE II

THE UP AND COMER

Jennifer, Up-and-Coming Strategist

JENNIFER AS A CONTENT CONSUMER

As a budding strategist, give her content that helps her understand some of the basics of strategic buying.

OBJECTIVE

Become her secret weapon in building up her strategic reputation.

CONTENT

- "Top 5 documentation tips to help you succeed."
- "Understanding FSMA."
- "How consolidation can help in the long term."
- Establish an "Ask the Expert" function within LinkedIn, where Jennifer can ask questions — anonymously if she wishes.



OUR AUDIENCE III

THE NEGOTIATOR

Chuck, Veteran Buyer

CHUCK AS A CONTENT CONSUMER

Chuck wants Batory to help him look good. Whereas we want to convince Carolyn of the sophistication our thought leadership, we want to give Chuck the chance to develop his own thought leadership.

OBJECTIVE

Help him save money and offer targeted category content to build his own reputation as an expert.

CONTENT

- "Top 5 ways to achieve the greatest savings."
- Industry insights on his category.
- Case studies about programs that helped clients save.



OUR AUDIENCE IV

THE NEWBIE

Shana, Beginner Buyer

SHANA AS A CONTENT CONSUMER

Help her learn the ropes as a beginner, with a focus on assuaging her fears, as in: *what to look out for, what to avoid, top10 mistakes.*

OBJECTIVE

Be a safe place to find answers to questions she's too insecure to ask.

CONTENT

- "How to succeed in buying without really trying."
- "Top 10 mistakes new buyers make."
- "How to avoid a plant shut down."
- "Top 5 documentation tips to help you succeed."
- Establish an "Ask the Expert" function within LinkedIn, allowing Shana to ask questions anonymously.

CONTENT STRATEGY CONTENT DEPLOYMENT STRATEGIES

CONTENT LIBRARY

Use a library of content as part of drip campaigns, giving away relevant information at various stages of every customer relationship.

BE OF SERVICE, NOT SALES-Y

Always serve the readers by providing useful information, not marketing. Save the advertising for advertising. Editorial content must not look or feel like advertising.

LEVERAGE CONTENT TO GATHER LEADS

Require people to provide email info to access white papers from your site. Follow up on every lead you gather. Use content as an excuse to reach out to prospects: and establish reputation as provider of insights. "We just published a paper I think could help you. I've attached it here!"

REPURPOSE

Give every piece of content "longer legs" by promoting and repurposing it on social media.

DEVELOP CONTENT BASED ON STUDY OF USER NEEDS

Use NPS to unearth problems your customers face. Create content to solve those problems. Use Empathy Mapping to identify pain points and opportunities per audience. Engage Batory experts in creating content.

PUT BATORY EXPERTS TO WORK

Engage Batory experts in creating content, partnering with content strategists and writers to turn their ideas into content.

CONTENT STRATEGY RECOMMENDED CONTENT FORMATS

CASE STUDIES

Show how you solve problems and save money for customers.

WEBINARS

Customize webinars for each customer persona.

SPEAKING

Batory customers attend trade shows specifically to learn but Batory misses this opportunity. Engage your people in speaking at these events on panel discussions.

NEWSLETTERS + BLOG

Share segmented news, trends, tips.

LINKEDIN

Build a company page and engage your audiences. Know that LinkedIn is a conversation, not a static repository. Respond to people who engage with you. Ask how Batory can help.

LINKEDIN PRODUCTS / SERVICES TABS

Share products, descriptions, links to purchase and more. Don't neglect it. This is a "sales" section of your LinkedIn presence.

LINEKDIN PUBLISHING

Long-form articles penned by Batory experts and developed by a PR firm or content strategist.

TRAFFIC DRIVERS

In every piece of digital content, link to your blog, driving customers to the Batory site.



PART VII **EXAMPLE CONTENT**



CHOICE INGREDIENTS AT YOUR SERVICE

Batory Foods is a leading national distributor of high quality food ingredients for a broad range of food manufacturers and suppliers throughout the United States. Founded in 1979, Batory Foods was created to be a "one-stop shopping" partner to customers for all their ingredients needs. Today Batory Foods operates a national network of local distribution centers that continues to deliver the exceptional sourcing experience you have come to expect.



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WRITING:
Tiffany Meyers

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THANK YOU

For further questions or to learn more please contact

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