



SOLUTION

Protein Optimise

FOR RED MEAT PROCESSORS



foodsconnected.com



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Foods Connected:
The Meat Industry
Professionals



Protein Optimise at a Glance

Our innovative buy sell tools aid sales-driven production planning

With Foods Connected's innovative suite of software tools, meat processors can match sales forecasts with expected sales returns to calculate break-even points for livestock procurement and gain better insight of forward profitability and maximum value.

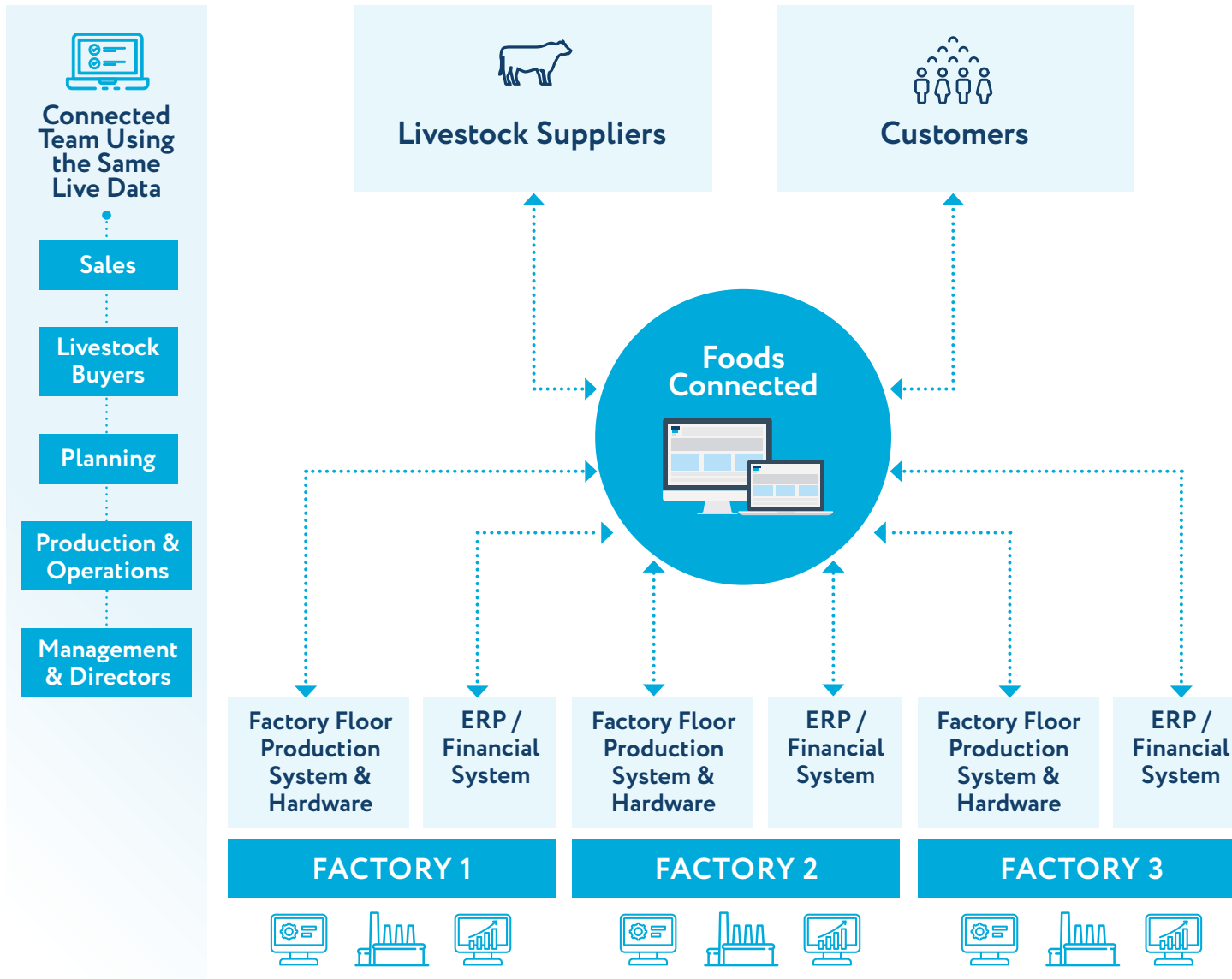


These valuable carcass, offal and by-product modelling tools empower meat processing management teams to optimise job selection, improve decision-making speeds and ultimately deliver enhanced carcass return and improved profitability.





Foods Connected and your Existing Systems



The Foods Connected solution complements the software & hardware that you already have in your factory.

It connects your sales decisions closer to the planning of your production, helping to maximise profitability through faster, more insightful decisions with alignment across all your teams.

It also provides large companies with multiple locations a 'birdseye view' of performance across all factories allowing for enhanced group performance management and knowledge sharing.

Being a cloud-based solution, it also provides the capability for information to be digitally shared with your livestock suppliers such as their orders and kill data reports or your customers receiving their sales order details and shipment confirmations.



Processor Challenges



Processor Challenges



Understand which primal specifications deliver the best results in terms of profitability and cost.



Communicate the production plans (boning hall and abattoir) to the shop floor in a user-friendly way.



Having the ability to easily review and reconcile a day's boning hall and offal production against the plan, taking into consideration different product specifications, cattle types and carcass grades.



Use sales forecasts to understand forward sales return to allow cattle buyers to procure livestock profitably.



Use sales forecasts to understand the impact on future stock levels and cash flow.



Communicate purchase orders and contracts to farmers and linking those contracts to factory intake procedures.



Collating previous supply and demand data to proactively manage supply and demand volatility.





Livestock Procurement



Livestock Procurement


Livestock Pricing Grids

Using our tools, you can create livestock pricing grids for both internal and external use. This makes the whole livestock procurement and payment process a lot easier.

Clear, easy-to-use configurable grid templates mean you can create multiple grids for different livestock types. These can be shared with suppliers such as feedlots and farmers for confirmation of contracts and livestock prices.

You can also set up penalties for deviations from the animal specifications. And if the livestock doesn't meet the expected quality criteria, you can use our new master child grid functionality to move an animal from one grid to another on a cascading scale basis.

This all ensures you are not overpaying for livestock that are out of specification.


Deadweight Steers Beef Pricing Grid 2023

Company Site: Demo Group Co (Group)

Species: All

Company Product(s): Car 605 - Beef Carcass Steer/Heifer

Date Range: 09/09/2023 -

Status: Active

Hot Weight → ↓ Grade	1 ⓘ	2 ⓘ	3 ⓘ	4L ⓘ	4H ⓘ	5L ⓘ	5H
E ⓘ	£0.05	£0.10	£0.10	£0.10	£0.05	-£0.15	-£0.50
U+ ⓘ	£0.05	£0.10	£0.10	£0.10	£0.05	-£0.15	-£0.50
-U ⓘ	Agreed Price	£0.05	£0.05	£0.05	Agreed Price	-£0.15	-£0.50
R ⓘ	-£0.05	Agreed Price	Agreed Price	Agreed Price	-£0.05	-£0.15	-£0.50
O+ ⓘ	-£0.10	-£0.05	-£0.05	-£0.05	-£0.10	-£0.20	-£0.60
-O ⓘ	-£0.20	-£0.15	-£0.15	-£0.15	-£0.25	-£0.40	-£0.70
P+ ⓘ	-£0.30	-£0.25	-£0.25	-£0.25	-£0.35	-£0.40	-£0.80
-P ⓘ	-£0.30	-£0.25	-£0.25	-£0.25	-£0.35	-£0.40	-£0.80

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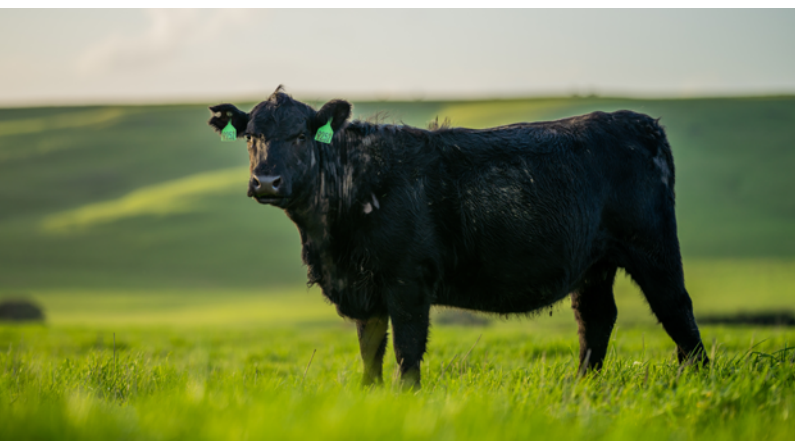
Livestock Procurement

Livestock Contracts

For contracts and longer term deals, you can use our contract management tool to create contracts for larger numbers of livestock. This is ideal for large farmers, farming groups and feedlots.

As livestock is ordered and delivered to the factory, animals are subtracted from the contract, with the live status available at all times.

This gives the abattoir procurement team greater forward planning visibility and reduces administrative tasks.



FOODS CONNECTED | Purchasing Enquiry - Closed - Deals Agreed

Purchasing Enquiry - Closed - Deals Agreed

Originally Sent From:	Steve Jones - Democo
Originally Sent To:	John Farmer - Beef Farmer
Must Respond by:	07/07/2023 14:00
Priced to be Agreed by:	08/07/2023 15:00
Delivery Terms:	Delivered to Abattoir
Delivery Dates:	10/07/2023 13:00:00 (Week 28) - 30/09/2023 13:00:00 (Week 39)
Currency:	British Pound

General Notes

03/07/23 15:53 Steve Jones This is a Contract for procurement of prime cattle from a farmer

Accepted line items

Product	Quantity	Price (£)	Comments
CAR606 - Prime Beef Carcase	DS: Agreed SJ: 400 Head	DS: Agreed SJ: £4.85 / Kg	

Pricing Grid - EU - Deadweight Prime Beef Pricing Grid V1 (DR)

P8 Fat (mm) → ↓ Grade	1	2	3	4L	4H	5L	5H
E	£0.05	£0.10	£0.10	£0.10	£0.05	-£0.15	-£0.50
U+	£0.05	£0.10	£0.10	£0.10	£0.05	-£0.15	-£0.50
-U	Agreed Price	£0.05	£0.05	£0.05	Agreed Price	-£0.15	-£0.50
R	-£0.05	Agreed Price	Agreed Price	Agreed Price	-£0.05	-£0.15	-£0.50
O+	-£0.10	-£0.05	-£0.05	-£0.05	-£0.10	-£0.20	-£0.60
-O	-£0.20	-£0.15	-£0.15	-£0.15	-£0.25	-£0.40	-£0.70
P+	-£0.30	-£0.25	-£0.25	-£0.25	-£0.35	-£0.40	-£0.80
-P	-£0.30	-£0.25	-£0.25	-£0.25	-£0.35	-£0.40	-£0.80

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Livestock Procurement

Livestock Ordering

To process the order for your suppliers, you can create order templates for livestock and attach agreed pricing grids to orders.

Suppliers can access the order through our platform as well as receiving an email notification. They can then confirm the order back to you to ensure that the correct availability of livestock is guaranteed for the day of production.

This ensures the correct service levels are met and does away with extra correspondence and time-consuming paperwork.

For larger scale operations, our multiple order functionality allows for multiple orders and their associate grids to be sent in one batch, saving time and eliminating unnecessary admin.



FOODS CONNECTED | Order Manager - Issue Order

Order Manager - Issue Order

Step 1: Order Details

Order Name	Prime Beef Livestock Order (DR)	Order Number	2013
Supplier	Farm 1	Contact	John Farmer
Linked Trading Template	Prime Beef Livestock Contract (DR)	Link Pricing Grid	EU - Deadweight Prime Beef Pr
Link to Contract	Prime Beef Livestock Contract (DR) - July to Sep		
Purchase Date	02/08/2023 09:00	Currency	GBP
Quantity Tolerance (%)	<input checked="" type="radio"/> Single Tolerance <input type="radio"/> Tolerance Per Item	0.00 %	
General Notes	This is a livestock order for prime beef		
Requested Information	Please advise number of lots to be delivered		

Step 2: Delivery Parameters

Delivery Tolerance (Days)	<input checked="" type="radio"/> Single Tolerance <input type="radio"/> Tolerance Per Item	0 Days Early	0 Days Late
Delivery Date	<input checked="" type="radio"/> Single Tolerance <input type="radio"/> Tolerance Per Item	02/08/2023	09:00
Delivery to Company Site	Democo (Group)		
Expected Kill Date	02/08/2023		

Step 3: Products

Product	Price	VAT	Quantity	Comment	Issue	
CAR606 - Steer FQA U30 months	4.85 /Kg	5.2 %	30 Head	<input type="text" value="Comment"/>	<input checked="" type="checkbox"/>	<input type="button" value=""/>



Livestock Procurement

Lairage Management

Use our tools to set up a receivals itinerary at factory level, organising the orders and delivery of livestock into the abattoir. Based on forward agreements and expected delivery days from contracts and orders, this creates a clear slaughter schedule, providing clarity around what is expected and what has been received.



Receivals and Agenda - Prime Beef Bookings

[← Back to Receival Templates](#)

Expected Kill Date

Location

Filter

Clear Filters

Export to PDF

Expected Kill Date	Order No.	Supplier	Product Quantities	Location	Test Required / Comments	
18/07/2023 07:00:00	2003	Beef Farmer	CAR606 - Steer FQA U30 months - 80	Abattoir		Edit Delete
18/07/2023 09:00:00	2002	Farm 1	CAR606 - Steer FQA U30 months - 20	Abattoir	No Test Required - Livestock Courier L1 - Tel 0800 XXX 000 if any concerns with delivery time. No Test Required - Livestock Courier L2 - Tel 0800 YYY 000 if any concerns with delivery time. No Test Required - Livestock Courier L - Tel 0800 LLL 000 if any concerns with delivery time. No Test Required - Livestock Courier L4 - Tel 0800 TTT 000 if any concerns with delivery time.	Edit Delete
18/07/2023 09:30:00	2001	Beef Farmer	CAR606 - Steer FQA U30 months - 15	Abattoir		Edit Delete
18/07/2023 10:30:00	2000	Farm 1	CAR606 - Steer FQA U30 months - 30	Abattoir	No Test Required - Livestock Courier L1 - Tel 0800 XXX 000 if any concerns with delivery time. No Test Required - Livestock Courier L2 - Tel 0800 YYY 000 if any concerns with delivery time. No Test Required - Livestock Courier L - Tel 0800 LLL 000 if any concerns with delivery time. No Test Required - Livestock Courier L4 - Tel 0800 TTT 000 if any concerns with delivery time.	Edit Delete





Meat Processing Modelling Tools







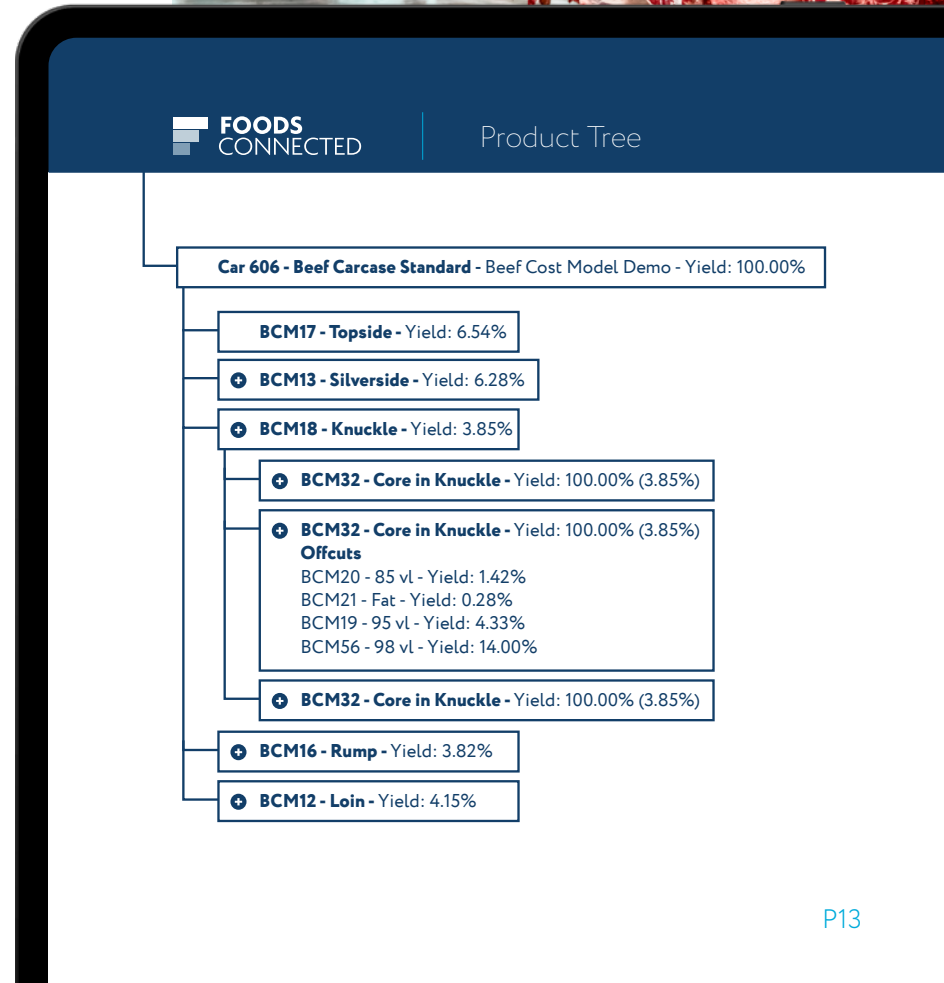
Meat Processing Modelling Tools

Yield Trees

With our software solutions you can build yield trees for all your livestock types - from the carcass and its sub primals, through to offal, hides and by-products.

Here are some of the benefits:

-  Track multiple specifications of the same primal as well as multiple yield levels within a yield tree.
-  Capture all the yields and sub-yields including the key primal cut, offcuts, such as trimmings, bones and fat, and any by-products.
-  Build in sales values and assign them to line items using our product price file functionality. Discover the expected returns on the individual primal, offal item and the overall value or value per kg of the animal.
-  Deliver a target and benchmark that the factories can measure their performance against.





Meat Processing Modelling Tools

Yield Tree Combinations

You can combine yields trees into the same model to account for:

- Carcase yields
- Primal and sub primal yields
- Offal yields
- By-product yields

This gives you the power to pull all the buy sell elements together into one model. You can assess the profitability of each type of animal, as well as facilitating the creation of break-even points for livestock procurement.



**FOODS
CONNECTED**

Product Tree

➖ **BEEF STEER CARCASE STANDARD - MEAT YIELD - Yield: 100.00%**

➖ **BEEF STEER CARCASE STANDARD - OFFAL YIELD - Yield: 7.30%**

➕ 107 - Tongue - Yield: 0.38%

➕ 107 - Thick Skirt - Yield: 0.30%

➕ 107 - Outside Skirt - Yield: 0.42%

➕ 107 - Tail - Yield: 0.40%

➕ 107 - Tongue Root Fillet - Yield: 0.04%

➕ 107 - Omasum - Yield: 0.16%

➕ 107 - Omasum Cap - Yield: 0.05%

➕ 107 - Tendons Hinds - Yield: 0.06%

➕ 107 - Tendons Fore - Yield: 0.09%

➖ **BEEF STEER CARCASE STANDARD - BY PRODUCTS YIELD - Yield: 24.42%**



Meat Processing Modelling Tools

Yielded Pricing and its Benefits

Our yield trees will highlight for you the most cost-effective product mixes based on the chosen market, sales price and specification.



The yielded price functionality in the yield tree tool enables your sales team to evaluate which production runs are most profitable for the factory, while optimising carcass return.



You can rank the jobs by primals cut from best to worst by creating product and sub product yields, including all of the offcut valuations and yields.



These features enable you to make better, more profitable choices, speed up decision making and encourage a more collaborative way of working between sales and operations teams.



It reduces the time lost with spreadsheets and removes the risk of manual errors.

FOODS CONNECTED | Product Information

Overview ← Costing Scenarios **Product Confirmations**

Product Information

Trees(s) 500:Car 606 - Beef Carcass Standard - Beef Cost Model Demo (Hot Weight: 325.0000 Cold Weight: 323.0000)

	Primary Yield	% of Scenario	Volume	Price (£)	Yielded Price (€)
BCM17 - Topside	6.54%	<input type="text"/>	0.00	<input type="text"/>	
BCM26 - Cap on Topside	6.54%	<input type="text" value="75.00"/>	7,922	<input type="text" value="5.20"/>	€5.20
BCM24 - Topside Cap Off PAD	4.29%	<input type="text" value="25.00"/>	1,731	<input type="text" value="€8.50"/>	€5.05
		100.00	9,653.00	4.27	
BCM13 - Silverside	6.28%	<input type="text" value="100.00"/>	10,142	<input type="text" value="0.00"/>	
BCM18 - Knuckle	3.85%	<input type="text"/>	0.00	<input type="text"/>	
BCM32 - Core in Knuckle	3.85%	<input type="text" value="50.00"/>	3,109	<input type="text" value="0.00"/>	€4.00
BCM31 - Core out Knuckle	3.08%	<input type="text" value="50.00"/>	2,486	<input type="text" value="4.80"/>	€4.03
		100.00	5,595.00	2.13	



Meat Processing Modelling Tools

Carcase Modelling

You can model the animal value by pulling in livestock costs either manually or as an API to a third-party livestock price website.

All the processing costs broken down by department - eg slaughter, deboning - and cost type - eg labour, energy, utilities - can be included here. You can then calculate the expected buy sell of the livestock you are processing.

FOODS CONNECTED | Purchasing - Retailer Beef Costing - May

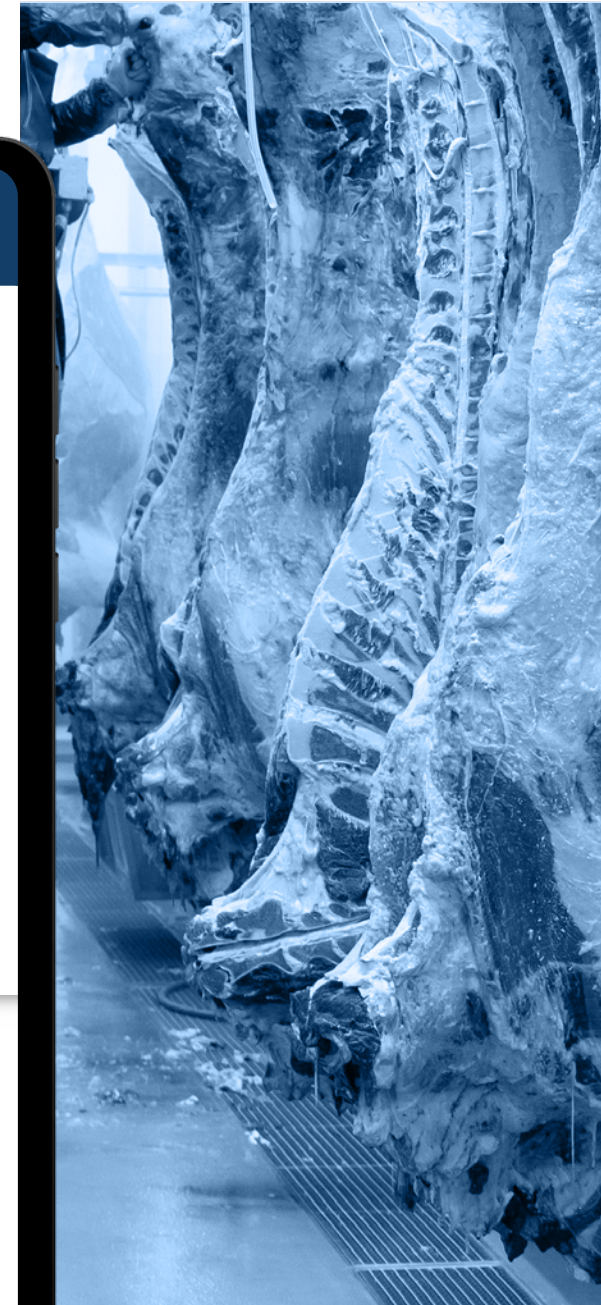
Overview | Costing Scenarios | Product Confirmations

Livestock Prices - 19/06/2023 - 16/07/2023	Average Price	%
EU Reference Prices Steers R3 - Ireland	€ 5.01	70.00
EU Reference Prices Steers R4 - Ireland	€ 4.97	30.00
Average	€ 4.98	Avg. Rate: N/A

Costs €/Kg		1 i
Cattle Price	4.63 € 1,504.74 / Unit	
Slaughter Charge	0.31 € 100.75 / Unit	
- Labour Charges	0.11 € 35.75 / Unit	i
- Packaging	0.04 € 13.00 / Unit	i
- QC Costs	0.02 € 6.50 / Unit	i
Deboning charge	0.64 € 217.60 / Unit	

Credits €/Kg		
Offal Credits	0.0258 € 8.77 / Unit	i
- Liver	0.0125 € 4.25 / Unit	
- Heart	0.0105 € 3.57 / Unit	
- Kidney	0.0028 € 0.95 / Unit	

Cost Per Kg: €5.554	Total Cost: €1,888.43
1 Units	





Meat Processing Modelling Tools

Production Plans & Forecasts

Using our tools, you can use the associated models from the yield tree to create daily, weekly and forward-looking production plans. Forecasting and planning can be linked (through API) to factory and stock control systems. This can then determine how much of a particular product needs to be produced over a predetermined time period, taking existing stock, expected production and future orders/demand into consideration.



FOODS CONNECTED | Sales Forecast

→ Send Volumes to Template + Export to PDF

Product		Stock	10/07/2023 - 16/07/2023			
			Price	Required	Assigned	Required Remaining
<input type="checkbox"/>	chuck	4536	6.5	12000	4536	7564
<input type="checkbox"/>	bavette	2100	7.5	5000	2100	2900
<input type="checkbox"/>	fillet	1500	28	2600	1500	1100
<input type="checkbox"/>	loin	5600	18.3	8900	5600	3300
<input type="checkbox"/>	silverside	8744	7.5	6700	8744	-2044
<input type="checkbox"/>	shin	2376	5.2	6000	2376	3624
<input type="checkbox"/>	heel	3764	5.8	5432	3764	1668
<input type="checkbox"/>	rump	6523	8	12000	6523	5477
<input type="checkbox"/>	topside	10345	6.5	14000	10345	3655
<input type="checkbox"/>	knuckle	9033	5.7	15000	9033	5967
<input type="checkbox"/>	95vl	24000	5.4	45000	24000	21000



Meat Processing Modelling Tools

Production & Financial Reconciliation

Having created the plan you can pull actual daily data from a factory's weights and measure system, covering actual production, and compare this to the production plan. By doing this you can identify differences and areas of deviation.

Factors that impact performance are:

- The over or under production of a particular item by the production hall to the detriment of another more profitable item.
- A job taken on by the sales team, which is not profitable, forcing the production hall to produce more of it.
- Excessive trimming by the deboners and trimmers leaving a below par yield performance.

This gives your site management team an overview of the full production and financial reconciliation, including piece counts in the boning hall. It reveals where the deviations have taken place right down to the individual product level and measures the impact against the original plan.

This gives operations teams the power to identify which areas need corrective action and improvement.



Production : Reconciliation

Production Example 14/07/2023 (DR) Reconciliation: 103 Units - Average Weight 320Kg

	Scenario %	Expected				Actual				
		Yield	Volume	Pieces	Piece Weight	Yield	Volume	Pieces	Piece Weight	Yielded Price ①
Topside	-	-	-	-	-	-	-	-	-	-
Cap on Topside	10.00%	6.54%	178.37 Kg	21	8.66 Kg	6.95% +0.41%	92.00 -86 Kg	10.00 -11	9.20 Kg +0.54 Kg	£6.75
Topside Cap Off	80.00%	5.17%	1,127 Kg	165	6.84 Kg	5.28% +0.11%	1230.00 +103 Kg	176 +11	6.99 Kg +0.15 Kg	£7.88
Topside Cap Off PAD	10.00%	4.29%	116.90 Kg	41	2.84 Kg	4.13% -0.16%	112.00 -5 Kg	41 +0	2.73 Kg -0.11 Kg	£7.62
Totals			1,422 Kg	227	6.27 Kg		1,434 Kg	227	6.32 Kg	
Silverside	-	-	-	-	-	-	-	-	-	-
Full Silverside	85.00%	6.28%	1,456 Kg	175	8.31 Kg	6.29% +0.01%	1440.00 -16 Kg	173 -2	8.32 Kg +0.01 Kg	£6.51
Silverside Flat Fat On	5.00%	3.99%	54.40 Kg	10	5.28 Kg	4.11% +0.12%	54.40 +0 Kg	10 +0	5.44 Kg +0.16 Kg	£5.48
Silverside Flat PAD	10.00%	3.47%	94.68 Kg	41	2.30 Kg	3.49% +0.02%	94.68 0 Kg	41 +0	2.31 Kg +0.01 Kg	£5.63
Totals			1,605 Kg	226	7.10 Kg		1,589 Kg	224	7.09 Kg	
Knuckle	-	-	-	-	-	-	-	-	-	-
Core in Knuckle	65.00%	3.85%	682.52 Kg	134	5.10 Kg	3.85% 0.00%	682.52 0 Kg	134 +0	5.09 Kg 0.00 Kg	£5.46



Meat Processing Modelling Tools

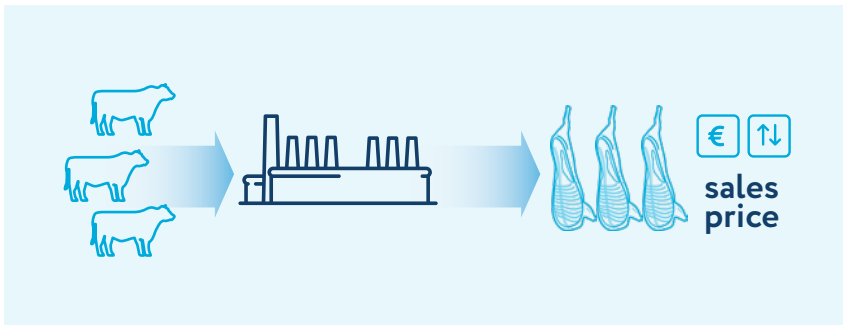
Profitability Forecasting Tools

This suite of carcase models, offal yields, by-products, sales and production forecasts, helps you determine how much you can pay for livestock in the short term and further into the future.

Plus, it allows the processor to quantify how much extra margin they can generate by buying livestock below a certain price point.

Unfortunately the same holds true if the livestock market is expected to rise.

No matter what the market does, our tools give you the foresight to **make better decisions** - from how much you should process to how much you should procure from external sources.



Profit and Loss Reconciliation

Title: JUL 23

Site Name: Democo - Beef Exports

Date Range: 16/07/2023 - 22/07/2023

Created By: Steve Jones

Misc Cost: €

Model Title	Break Even	Buy Price	Scenario Units	Scenario Weight	Profit/Kg	Profit/Head	Total Profit	Total Cost Livestock
YOUNG BULL (U24)	€4.99	€5.05	80	320 Kg	€0.06	€19.20	€1,536.00	€1,616.00
STEER (U28)	€4.96	€5.08	100	320 Kg	€0.12	€38.40	€3,840.00	€1,625.60
HEIFER (U28)	€4.98	€5.10	100	320 Kg	€0.12	€38.40	€3,840.00	€1,632.00
COW U	€4.27	€4.53	90	290 Kg	€0.26	€75.40	€6,786.00	€1,313.70
COW P	€4.03	€4.23	60	290 Kg	€0.20	€58.00	€3,480.00	€1,226.70

ORGANIC VALLEY	€5.59	€5.65	30	320 Kg	€0.06	€19.20	€576.00	€1,808.00
HEREFORD	€5.40	€5.52	50	320 Kg	€0.12	€38.40	€1,920.00	€1,766.40
ANGUS BLACK GOLD	€5.35	€5.54	50	320 Kg	€0.19	€60.80	€3,040.00	€1,772.80
GRAIN FED HEIFER	€5.40	€5.57	70	320 Kg	€0.17	€54.40	€3,808.00	€1,782.40

	Planned Units	630
	Total Cost of Livestock	€14,543.60
	Total Profit Excluding Cost	€28,826.00
	Additional Cost	-
	Profit/Loss	€28,826.00

Save




Meat Processing Modelling Tools

Negotiations

Need top-up volumes over and above your stock and production for your retail packing facility? Not a problem. You can use our negotiation functionality to automatically generate negotiation events, sending tenders to other suppliers for top up volumes.




Product Purchasing

Beef Products Purchasing August 2023 Purchasing Enquiry - Closed - Deals Agreed

Originally Sent From: Leah Sloan - Democo

Originally Sent To: PURE BEEF ADMIN - PURE BEEF INC

Must Respond by: 06/07/2023 05:50

Priced to be Agreed by: 06/07/2023 05:50

Delivery Terms: Delivered

Delivery Dates: Period 1: 31/07/2023 05:50 (Week 31) - 27/08/2023 05:50:00 (Week 34)

Currency: Euro

Accepted line items

	Agreed line item	Countered line item	Declined line item
Product	Quantity 31/07/2023	Price (€)	Change from Last Agreed
9001 - Topside Spec:	ss: Agreed ss: 1400 Kg PA: 3400 Kg LS: 8400 Kg	ss: Agreed ss: € 7.86 / Kg PA: € 7.86 / Kg LS: Quote us (Kg)	€0.20/kg
9002 - Silverside Spec:	ss: Agreed PA: 7800 Kg LS: 25800 Kg	ss: Agreed PA: € 2.12 / Kg LS: Quote us (Kg)	Check spec
Totals	9200 Kg		

Declined line items

Product	Quantity 31/07/2023	Price (€)	Change from Last Agreed
9001 - Knuckle Spec:	ss: Declined ss: 0 Kg PA: 5000 Kg LS: 20000 Kg	ss: Declined ss: Quote us (Kg) PA: € 6.50 / Kg LS: Quote us (Kg)	



Foods Connected: The Meat Industry Professionals

Our team of industry experts brings with them a wealth of experience built up over many years in meat production and processing. We have literally done the job from the shop floor up and have translated this knowledge into the suite of software tools that we offer today. This means that our solutions are built by **meat industry professionals for meat industry professionals.**

THE SERVICES WE OFFER INCLUDE:



Moving Cost Models from Excel spreadsheets to an automated platform



Helping sales and production teams work collaboratively together to achieve the best financial and commercial results



Industry information gathering to help your team benchmark their own performance



Best practice advice on approaching retailers and other customers to achieve strategic targets



Helping create correct specifications for shop floor communication



Working with teams to improve the accuracy of forecasting to ensure best outcomes on P&L



So - Want To Know More?



For UK, EU and US enquiries contact:



Mike McCarthy
HEAD OF SUPPLY CHAIN
& PROCUREMENT



Mike McCarthy has over 19 years experience in the red meat industry. Prior to joining Foods Connected he worked extensively within the McDonald's Global Supply Chain network as the Global Beef & Pork lead for OSI Group. Prior to this he spent 14 years in the Irish primary processing industry developing business and building strategic partnerships with leading Retail and Foodservice customers across EU and N.A.



Sharon Scott
PROJECT LEAD & CLIENT
DEVELOPMENT MANAGER



Sharon has been with Foods Connected for over 6 years and brings a wealth of experience to our Protein Optimise & Procurement team having previously worked in both the red meat and poultry processing industry. Sharon works closely with our customers to ensure that the implementation of our tools into their businesses runs seamlessly to deliver improved processes and measured benefits.



For Australia and New Zealand enquiries contact:



Kieran Best
HEAD OF BUSINESS
DEVELOPMENT APAC



Kieran has worked in the food industry for over 18 years, starting his career as an apprentice butcher in 2005 with Woolworths Group. Kieran has a significant focus on building relationships and long-term strategic planning having managed multiple buying and category management portfolios across Australia and New Zealand specialising in Meat, Poultry and Private Label commercial management.



Thank you for reading



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