



# Learn How Monsanto Drives Sales with Expert Choice

## **Pre-Meeting Preparation Details:**

Time/Date: September 27, 2006, 11 AM EDT

Telephone Dial In (US Toll Free): 1 (866) 228-5848

Participant Pin: 2848

- Press the F5 key to go to full screen view
- If you accidentally close the Q&A box, you may reopen it by going to View>Restore Default Layouts
- You may submit written questions during the meeting; we will address as many as possible



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# Learn How Monsanto Drives Sales with Expert Choice

*September 27, 2006  
11 AM EDT*

*Moderator: Jim Devlin, Expert Choice  
Guest Speaker: Dean Hendrickson, Monsanto*



# Today's Agenda

- Background on Expert Choice
- Guest Speaker Bio: Dean Hendrickson
- Monsanto Overview
- Monsanto Case Study
  - The Challenge
  - Actions Taken
  - Results Achieved
  - Next Steps
- Demonstration
- Q&A

# EC Company Overview

- Founded in 1983
  - Dr. Thomas Saaty – Wharton/ U. Pittsburgh
  - Dr. Ernest Forman – GWU Business School
- Methodology:
  - Analytic Hierarchy Process (AHP)
  - Advanced Optimization and Constraint Modeling
- Markets:
  - Advanced Decision Support Software and Services
  - Enterprise Project Portfolio Management
  - Enterprise Performance Management
- Successes
  - 15,000+ Registered Users
  - 60 Countries
  - **Commercial**
    - 4,000 Corporations
    - 30% of Fortune 500
  - **Government**
    - 30 Federal Agencies
    - \$120B+ Allocated Annually
  - **Academic**
    - 100+ Universities
    - 60 MBA Programs
    - 1,000+ Academic Articles

# Managing Complexity

Data Overload

Tradeoffs

Cognitive Limitations



Multiple Perspectives

Competing Objectives

Scare Resources

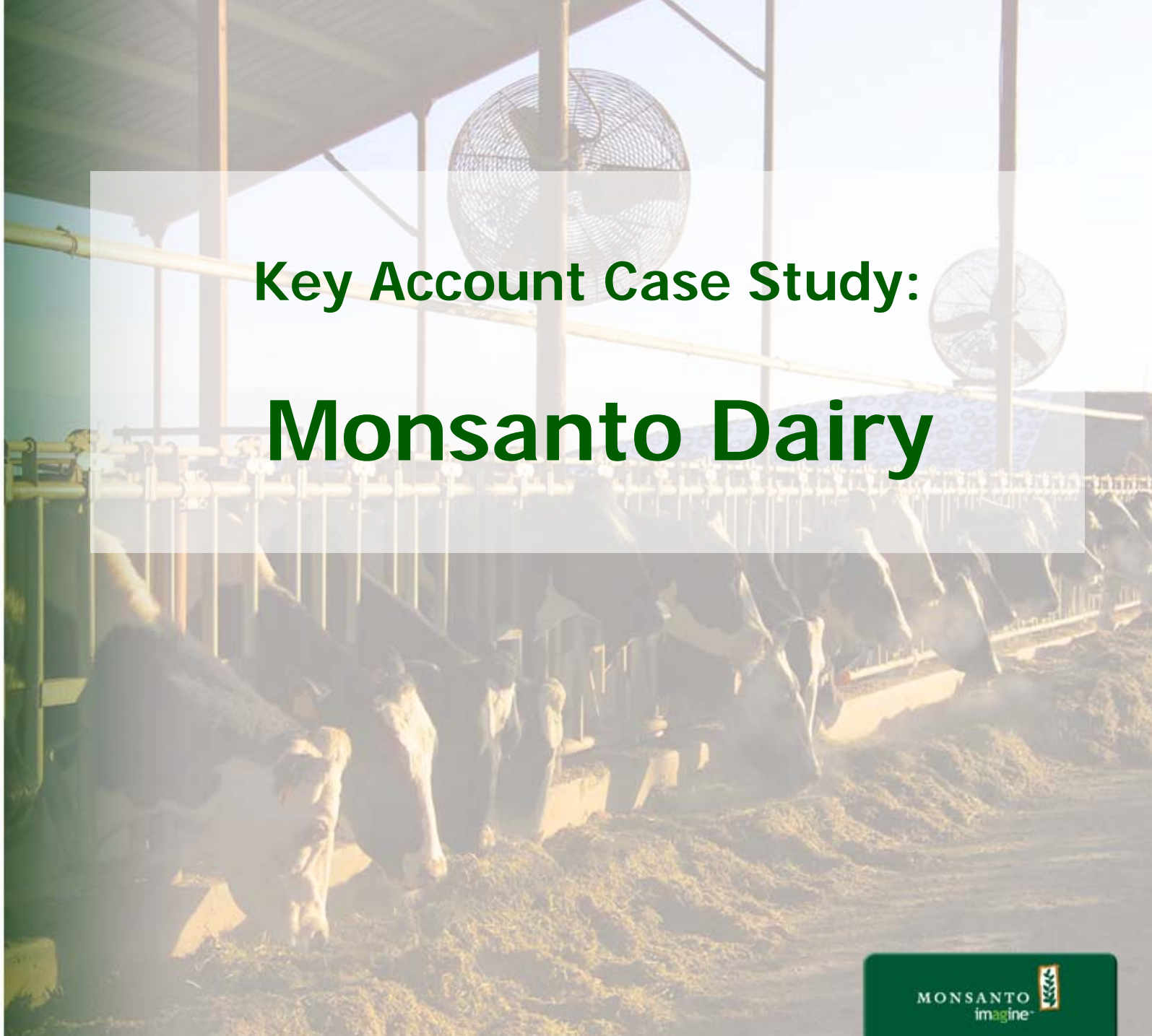
## Analytic Hierarchy Process

- Structures
- Measures
- Synthesizes

- Simplicity
- Best Choice



- Alignment
- Buy-in
- Confidence



Key Account Case Study:

# Monsanto Dairy

# Speaker Bio:

## Dean Hendrickson

- 15+ years with Monsanto across a variety of roles with increasing responsibility
- Recently promoted to Marketing Lead role for Animal Agriculture
  - Leads the Marketing Team and Brand Managers
  - Leads marketing strategy across the Monsanto portfolio
- Prior roles include:
  - National Accounts Lead for the Dairy business
  - US Markets Channel Strategy Lead
  - US Roundup Brand Manager
  - Senior Sales Manager - Row Crops West
  - Regional Account Mgr -Row Crops West
  - Operations Manager - Industrial, Turf, and Ornamental
- Dean has a Bachelors degree in Business Administration with dual majors in Marketing and Economics from the University of North Dakota

# Background on Monsanto

- Based in St. Louis, MO
- Global Revenues: \$6.2B
- #336 in the Fortune 500
- Monsanto People Worldwide: 17,000
- NYSE: MON
- Monsanto is an agricultural company dedicated to developing innovative products for farmers
- Monsanto's Portfolio includes:
  - The world's best-selling herbicide, Roundup®
  - Leading seed brands in large-acre crops corn, cotton, and oilseeds (soybeans and canola), as well as small-acre crops like vegetables
  - Leading in-the-seed trait technologies for farmers that are aimed at protecting their yield, supporting their on-farm efficiency and reducing their on-farm costs.
- Monsanto Dairy Overview

# Monsanto's Ag Productivity Segment Challenge

- Challenge:
  - Needed to understand strategic customers to better deploy sales and marketing resources
  - Lacked an effective method to prioritize/rank customers
  - Traditional methods were insufficient
    - Previously used customer potential, based on herd size
    - Was oversimplified and was not a good predictor
  - New management team looking for a better way
- Expert Choice had been used in our Industry Affairs group.....

# Actions Taken

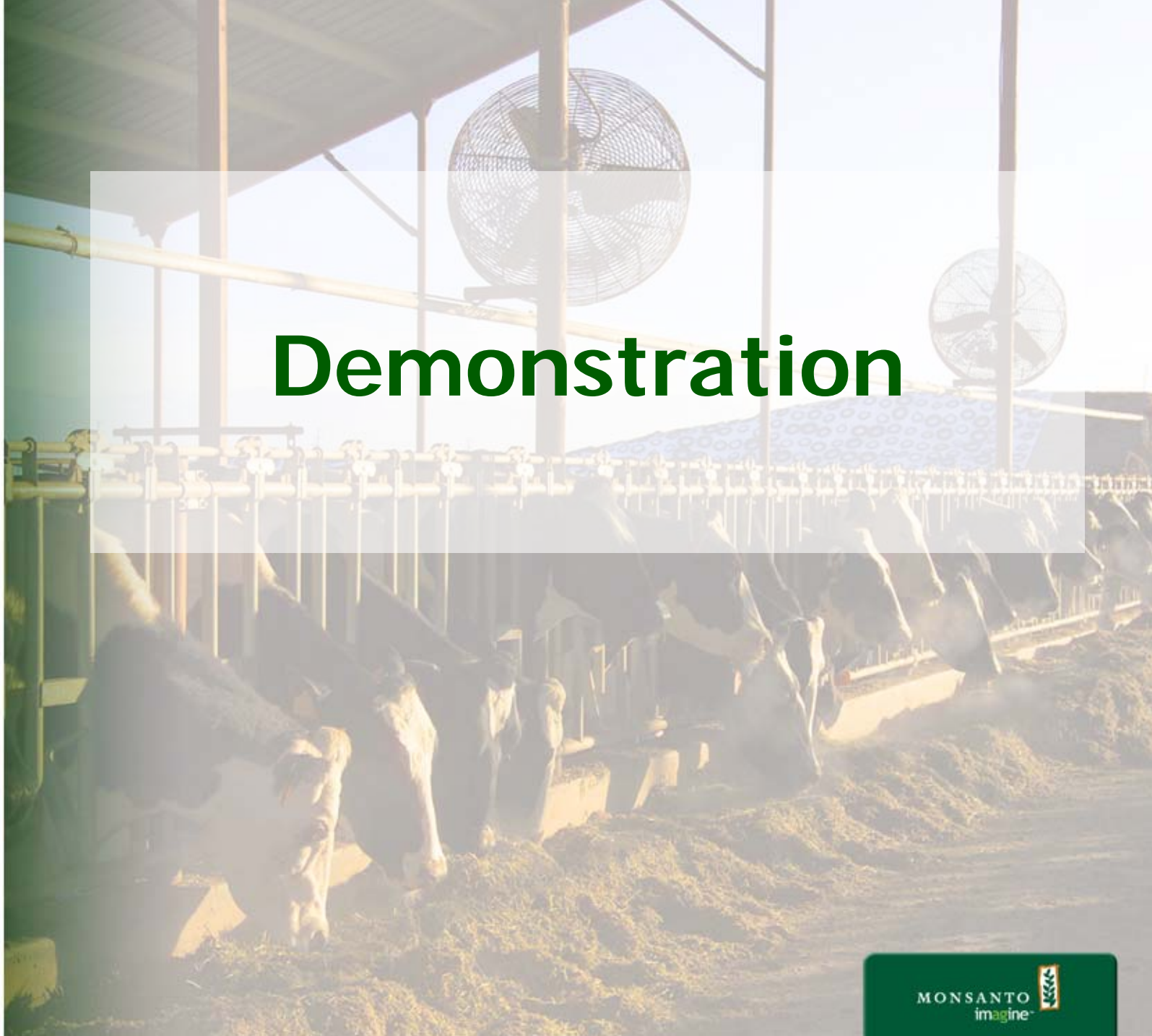
- Management Team Background
- Expert Choice Benefits:
  - Historical & Future
  - Quantitative & Qualitative analysis
- Very data intensive, "we have very good customer records" and we needed to leverage that information
  - 70-75% quantitative analysis
- The defined variables & weighting process involved key stakeholders (Sales Managers and Regional Business Managers)
- Weighting Process results largely made sense
- Initiated a Field Forecast to attain future/qualitative info

# Results Achieved

- Focused on Large Current & Prospective Accounts:
  - 1/3 of our total customer base and applied the weighting and criteria
- Have “Re-Defined” Strategic Account Criteria; allows for the next questions
  - What are unique segment needs?
  - Resourcing Levels (People & Capital)
- Summary:
  - The process facilitated good discussion, created a lot more buy in, input and discussion
  - We are now updating the data on a regular basis, and are expanding the analysis

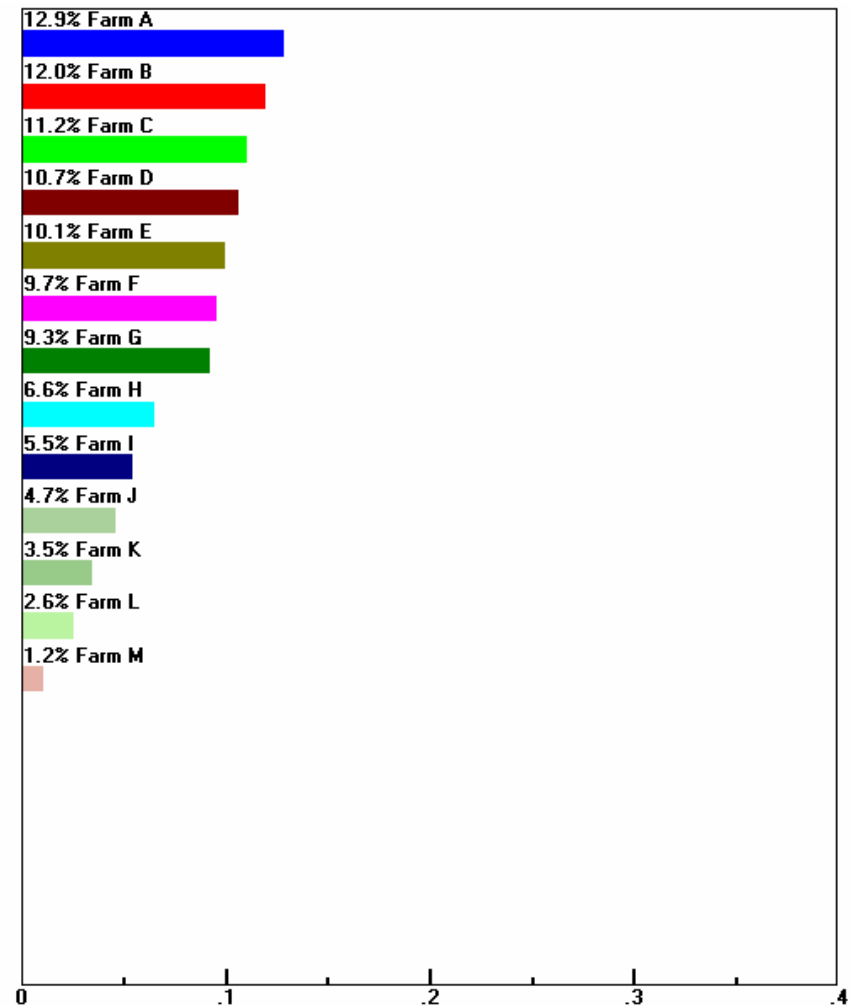
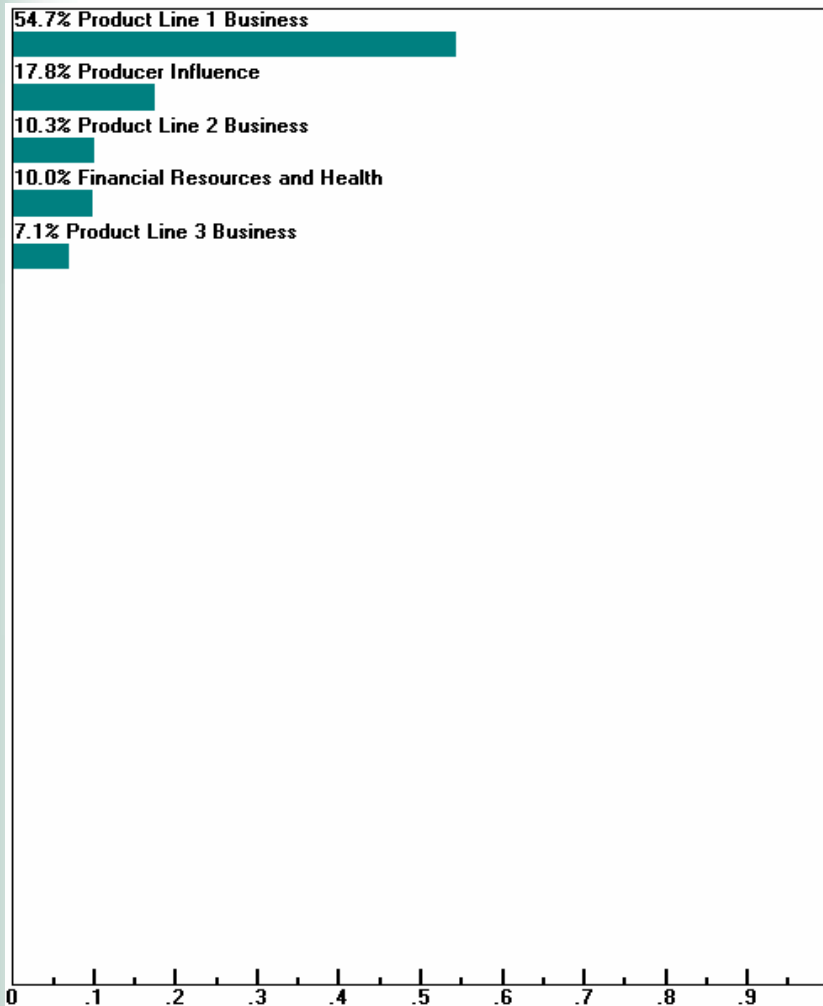
# Next Steps

- Currently applying the principles to medium/smaller accounts
  - What do we already have in-house
- Evaluating which accounts we need a “Direct” Relationship with....
- Once we know “WHO”, we can then ask:
  - What type of Resourcing (Skills, etc.) & Frequency
  - Integrated Marketing



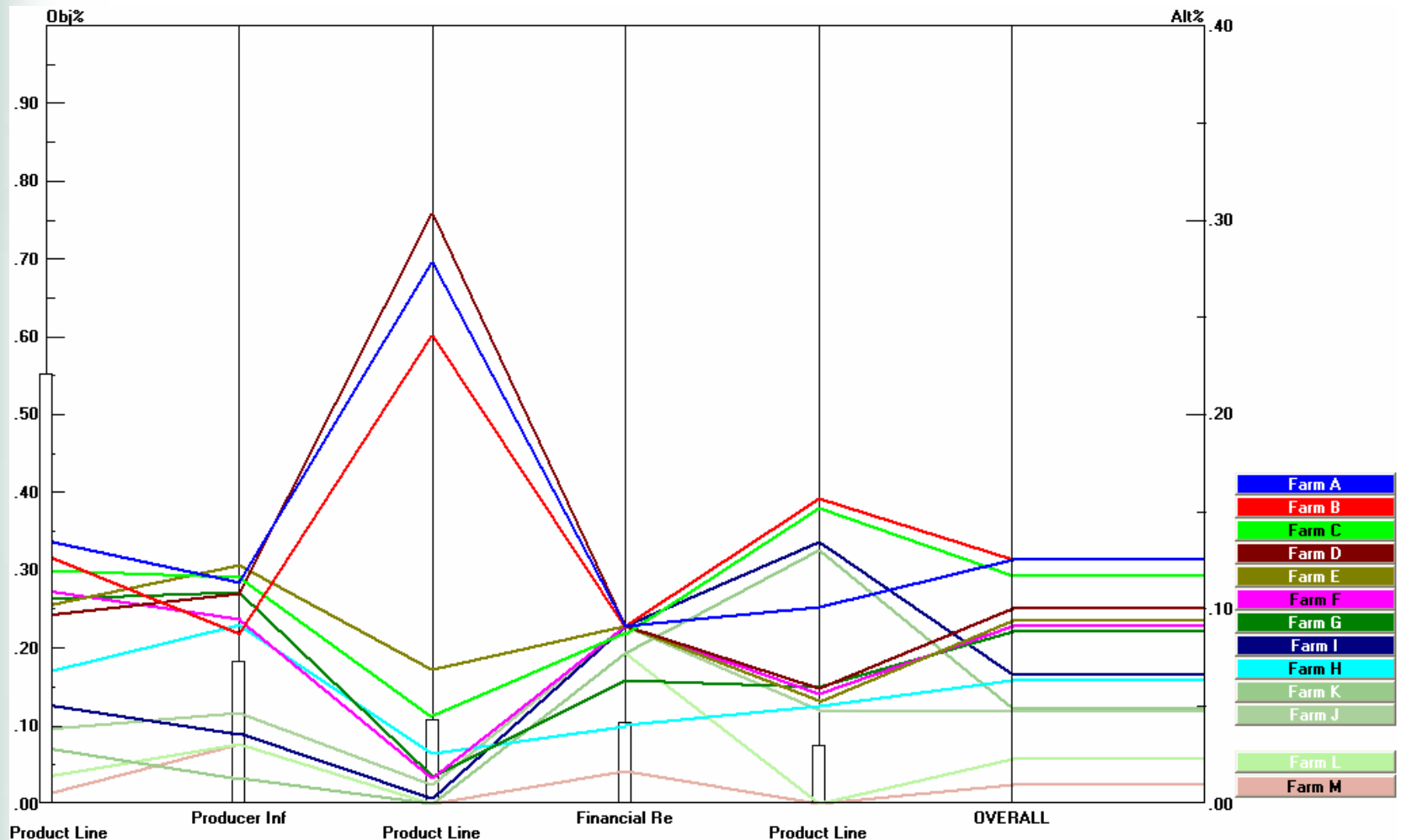
# Demonstration

# Dynamic Sensitivity Analysis





# Performance Sensitivity Analysis

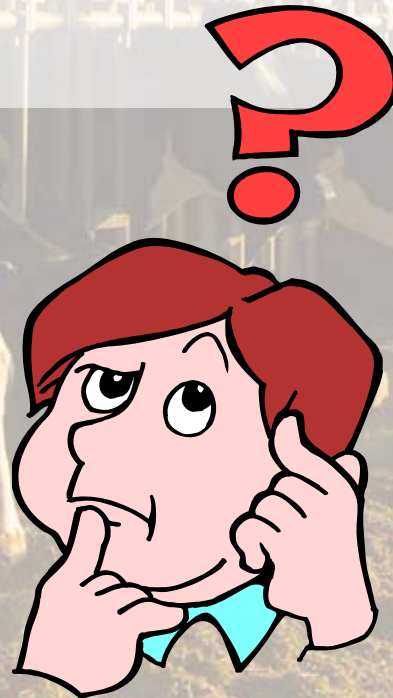


# Lessons Learned

- Management Alignment & Support is Imperative
- Like any project, having a core group with milestones makes it more successful
- Get a base level of support to walk before you run; use the consulting to get off the ground right
- End results:
  - This is a more robust process than a single variable.
  - It is a principle that can be used in any important decision in our organization.
  - It helped us collaborate and build buy in around the process
  - It has opened up additional possibilities for the way we make decisions
  - It is improving the way we are allocate our sales force's time with the customer base



# Questions & Answers



# Thank You for Coming!

## Alignment



Buy-In      Confidence