Claude3 Opus Sales Report
Food, '13-11 vs '13-12
Prepared: 17 April 2024

This report uses charts designed according to the International Business Communication Standards (IBCS) to ensure clarity, consistency, and information density.

Key elements:

1. **Consistent chart design**: All charts follow a uniform design, making it easier for readers to understand and compare data across different visualizations. This includes consistent use of fonts, sizes, and positioning of elements.

2. **Simplified and focused content**: Charts are designed to be easily readable, with a focus on essential information. Unnecessary decorative elements are avoided to maintain clarity.

3. **Proper labeling and titling**: Each chart includes clear, descriptive titles and labels to ensure that the data is easily understood without additional context.

4. **Standardized notation**: IBCS-compliant charts use standardized notation for elements such as time periods, units, and scenarios, making the information more accessible and comparable.

The following conventions are used throughout the report:

- **Black** represents actual values for the current year
- **Grey** represents data from the previous year
- **Red** indicates negative or "bad" performance
- **Green** indicates positive or "good" performance
- **"PY"** is used to denote the previous year values
- **"AC"** refers to the actual current year values
- **Underscore "_"** is used to represent year-to-date data
- **Tilde "~"** indicates a rolling year or 12-month period

Executive summary
Index
At a glance
Sales breakdown
Data insights
Trends
Backup

Impressive Growth

The company nearly doubled its sales from $9.1 billion to $20.0 billion, driven by strong performances in Milk Powder, Baby Food, and Petfood categories, as well as expansion into new markets like Qatar and Oman. Lulu dominates with 68% of total sales, Milk Powder accounts for half of category-based sales, and Oman is the largest market with a 46% share.

Market Dynamics

Oman, Kuwait, and Qatar each have distinct sales strategies and category preferences. Oman focuses on Milk Powder, Kuwait on diverse categories like Baby Food and Cereals, and Qatar on Coffee and beverages. Regular sales dominate revenue across most categories, with Milk Powder, Baby Food, and Cereals showing strong, consistent demand. While "Other" brands hold the majority market share in Kuwait and Oman, Nestle is slightly more competitive in Qatar.

Concentration and Growth

The business's sales are highly concentrated, with just 17.6% of categories driving 80% of total sales. Sachet and Cat Food dominate due to their high volume and moderate-to-high prices. The company has seen significant growth in essential goods like Milk Powder and Sugar, but Petfood, Milk Modifiers, and Soups show negative growth rates, which could be areas of concern.

Seasonality and Cohorts

The business experienced strong 43.5% annual growth in sales and units in 2013, with the January and December customer cohorts contributing significantly. Despite monthly fluctuations and price sensitivity, both Nestle and Other saw impressive CAGRs of 46.8% and 42.3% respectively. Units processed also grew at a 43.5% CAGR, showing huge spikes in May and September and a steady rise in the last quarter, possibly due to seasonality or specific market activities.

Executive summary
Index
At a glance
Sales breakdown
Data insights
Trends
Backup

At a glance: The company nearly doubled its sales from $9.1 billion to $20.0 billion, driven by strong performances in Milk Powder, Baby Food, and Petfood categories, as well as expansion into new markets like Qatar and Oman. Lulu dominates with 68% of total sales, Milk Powder accounts for half of category-based sales, and Oman is the largest market with a 46% share. 'Other' and 'Nestle' saw substantial growth in certain categories, while experiencing declines in others, as the business diversified to mitigate risks associated with customer and product concentration. Pages 8 to 15.

Sales breakdown: Oman, Kuwait, and Qatar each have distinct sales strategies and category preferences, with Oman focusing on Milk Powder, Kuwait on diverse categories like Baby Food and Cereals, and Qatar on Coffee and beverages. Regular sales dominate revenue across most categories, with Milk Powder, Baby Food, and Cereals showing strong, consistent demand. While "Other" brands hold the majority market share in Kuwait and Oman, Nestle is slightly more competitive in Qatar, and promotional sales play a smaller but significant role in driving revenue through higher unit prices. Pages 17 to 24.

Data insights: The business's sales are highly concentrated, with just 17.6% of categories driving 80% of total sales, and this pattern holds true for units sold as well. Sachet and Cat Food dominate due to their high volume and moderate-to-high prices, while Instant Soups, despite having the highest unit prices, don't necessarily lead to the highest sales. The company has seen significant growth in essential goods like Milk Powder and Sugar, but Petfood, Milk Modifiers, and Soups show negative growth rates, which could be areas of concern. Pages 26 to 33.

Trends: The business experienced strong 43.5% annual growth in sales and units in 2013, with the January and December customer cohorts contributing significantly. Despite monthly fluctuations and price sensitivity, both Nestle and Other saw impressive CAGRs of 46.8% and 42.3% respectively, with sales peaking in May for Nestle and September for both. Units processed also grew at a 43.5% CAGR, showing huge spikes in May and September and a steady rise in the last quarter, possibly due to seasonality or specific market activities. Pages 35 to 41.

Executive summary
Index
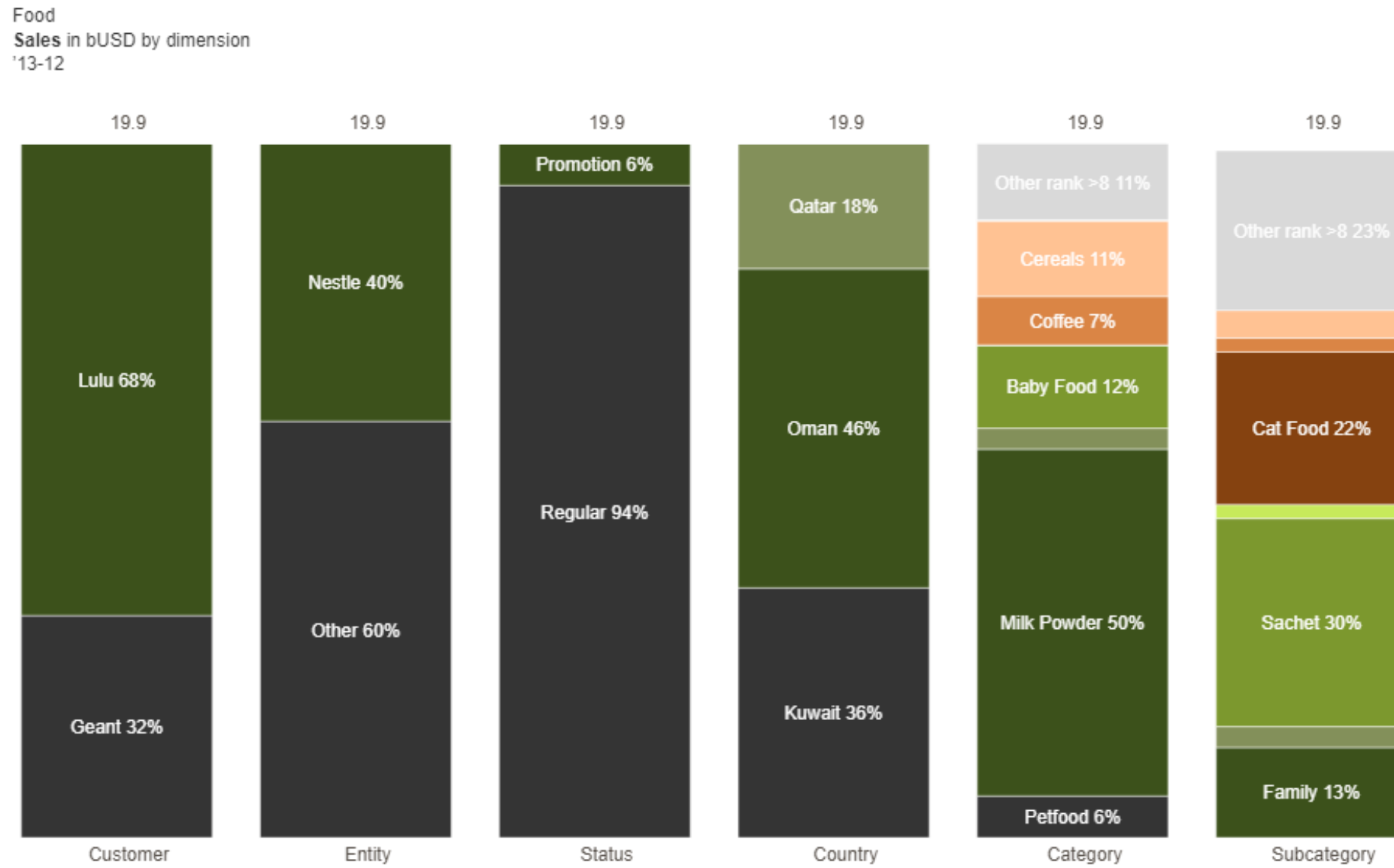**At a glance**
Sales breakdown
Data insights
Trends
Backup

The business nearly doubled its sales from $9.1 billion in '13-11 to $20.0 billion in '13-12, primarily driven by changes in units & mix, which contributed $10.8 billion to the variance, while price changes had a minimal impact of only $81.9 million (p.10). This growth was largely attributed to strong performances in the Milk Powder, Baby Food, and Petfood categories, as well as in the Qatar market (p.12). Milk Powder sales skyrocketed by 7,551%, and the Sachet subcategory soared by an astonishing 29,157%, indicating changing consumer tastes or successful product launches (p.13).

The company expanded into new markets, such as Qatar and Oman, across all categories in 2013-12, with Milk Powder in Oman showing the highest sales introduction (p.14). However, Kuwait, a more mature market, showed mixed growth, with Baby Food exhibiting robust growth, while Petfood and Other rank >3 categories experienced significant declines (p.14). Oman and Qatar sales grew, driven by units & mix, with no impact from price, while Kuwait sales declined mainly due to a significant drop in units & mix, only partially offset by a small price increase (p.11).

Lulu dominates with 68% of total sales, and Milk Powder accounts for half of the category-based sales (p.9). Oman is the largest market with a 46% share, and regular sales make up 94% of the total (p.9). The business has diversified into smaller categories and subcategories to mitigate risks associated with customer and product concentration (p.9).

'Other' saw substantial increases in Milk Powder (3,810%) and Baby Food (1,381%) sales, but experienced declines in Petfood (86%) and 'Other rank >4' (53%) (p.15). Meanwhile, 'Nestle' had massive growth, with Petfood up 178,652% and Milk Powder going from zero to 604.8 million units, performing exceptionally well in categories where they previously had a small presence (p.15).
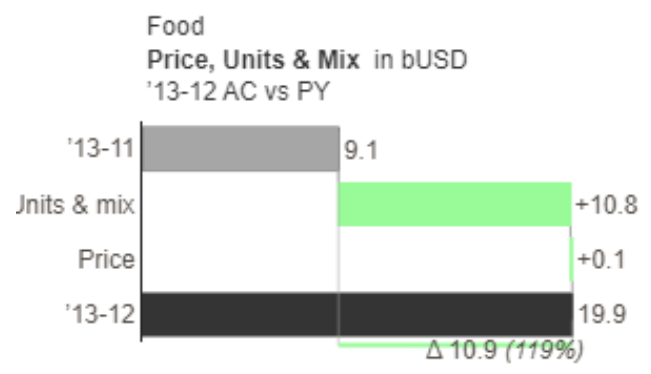
Lulu dominates with 68% of total sales. Milk Powder accounts for half of the category-based sales. Oman is the largest market with a 46% share. Regular sales make up 94% of the total. The business has diversified into smaller categories and subcategories to mitigate risks associated with customer and product concentration.

Food
Sales in bUSD by dimension
'13-12

Customer	Entity	Status	Country	Category	Subcategory
19.9	19.9	19.9	19.9	19.9	19.9

Customer:
- Lulu 68%
- Geant 32%

Entity:
- Nestle 40%
- Other 60%

Status:
- Promotion 6%
- Regular 94%

Country:
- Qatar 18%
- Oman 46%
- Kuwait 36%

Category:
- Other rank >8 11%
- Cereals 11%
- Coffee 7%
- Baby Food 12%
- Milk Powder 50%
- Petfood 6%

Subcategory:
- Other rank >8 23%
- Cat Food 22%
- Sachet 30%
- Family 13%

The business nearly doubled its sales from $9.1 billion in '13-11 to $20.0 billion in '13-12. The majority of this growth was driven by changes in units & mix, contributing $10.8 billion to the variance. Price changes had a minimal impact, increasing sales by only $81.9 million.

Food
Price, Units & Mix in bUSD
'13-12 AC vs PY

'13-11	9.1
Units & mix	+10.8
Price	+0.1
'13-12	19.9

Δ 10.9 (119%)

Oman and Qatar sales grew, driven by units & mix, with no impact from price. However, Kuwait sales declined mainly due to a significant drop in units & mix, only partially offset by a small price increase. Units & mix was the key driver of sales changes, while price impact varied across markets.

Food
Price, Units & Mix in bUSD by Country
'13-12 AC vs PY

	Oman	Qatar	Kuwait
'13-11	0	0	9.1
Units & mix	+9.1	+3.6	-1.9
Price	0	0	+0.1
'13-12	9.1 Δ nan	3.6 Δ nan	7.2 Δ-20%
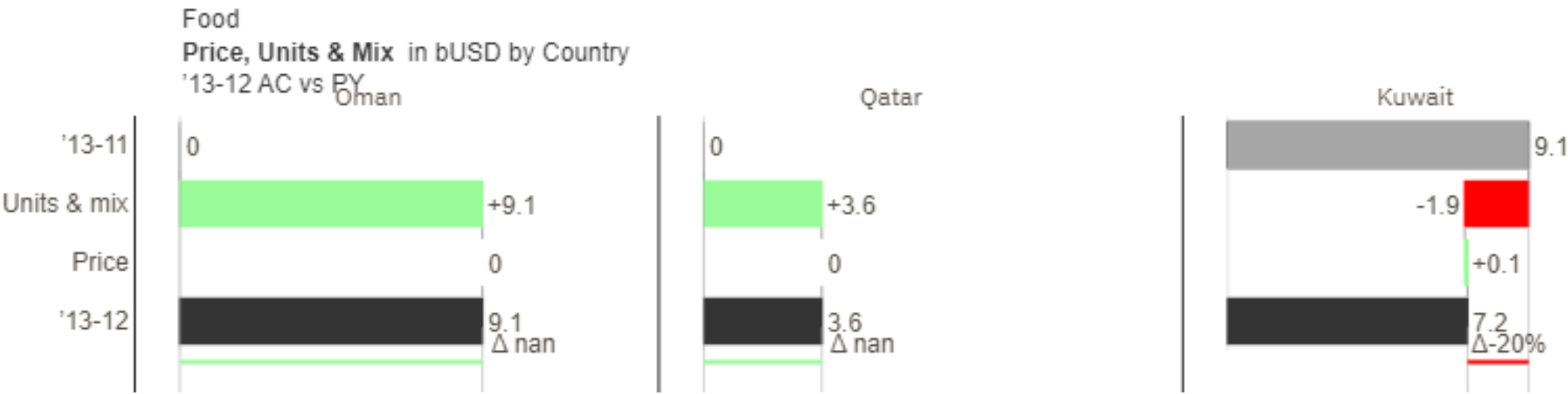
Sales nearly doubled from $9.1 billion to $20.0 billion between '13-11 and '13-12. Strong performances in Milk Powder, Baby Food, and Petfood categories, and in the Qatar market drove this growth. The combination of Milk Powder, Lulu as a customer, and Regular status had a significant positive impact. However, Kuwait faced challenges, with a substantial decrease in sales involving Geant as a customer and Other entities under Regular status.

Food
Price & Units & Mix in bUSD
'13-12 AC vs PY

Δ%

	Value	Δ	Δ%
'13-11	9.1		
1 Milk Powder - Lulu - Regular - Price & units & mix	9.9	+9.9	
Kuwait - Geant - Other - Regular - Price & units & mix	4.8	-3	-38
3 Qatar - Lulu - Price & units & mix	2	+2.0	
4 Baby Food - Other - Price & units & mix	1.1	+1.1	+1534
5 Petfood - Price & units & mix	1	+1.0	+1450
'13-12	19.9		

Δ 10.9 (119%)
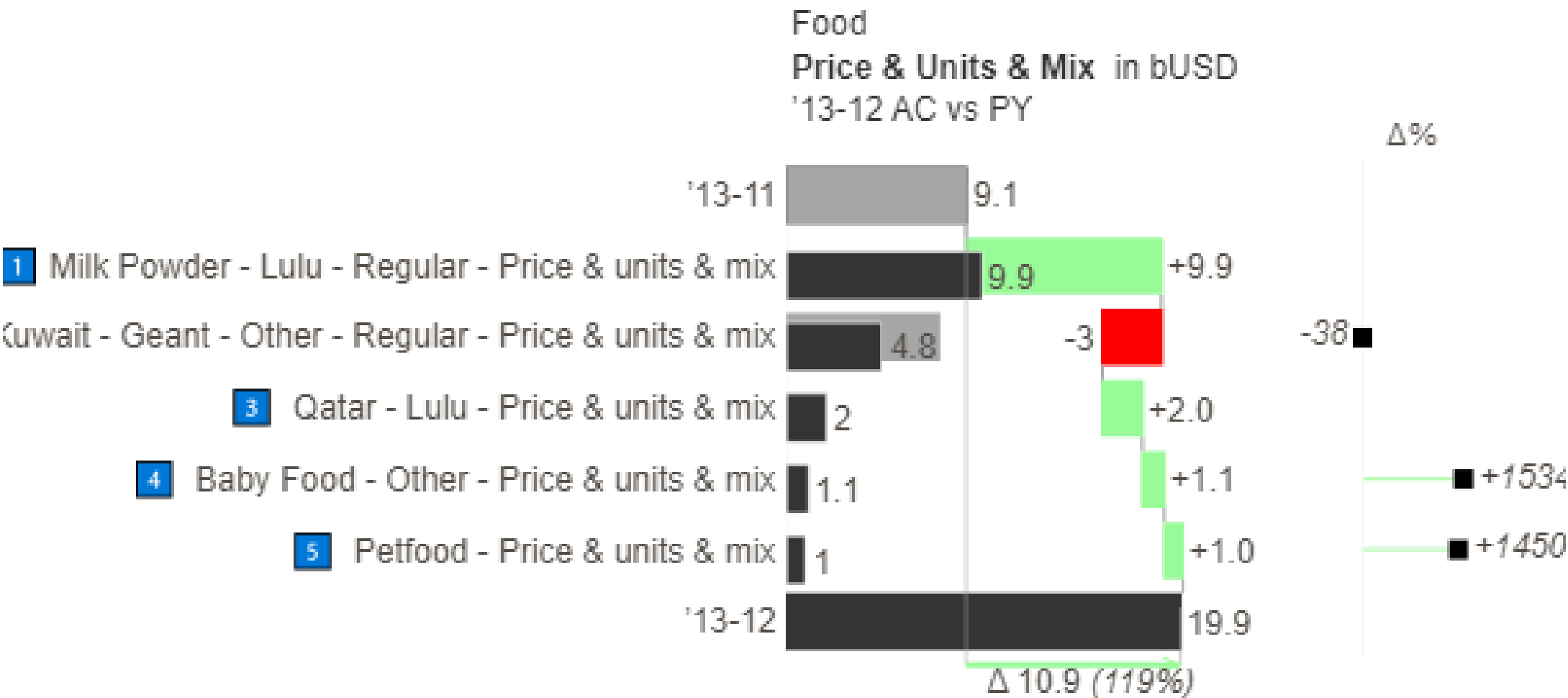
Milk Powder sales skyrocketed by 7,551% and Sachet subcategory soared by an astonishing 29,157%, hinting at changing consumer tastes or triumphant product debuts. Promotion sales more than doubled, a testament to the potency of promotional efforts. Qatar and Oman, new markets, posted substantial sales, pointing to fruitful market penetration tactics. On the flip side, Petfood and some country-specific sales, like Kuwait, took a hit, possibly owing to market saturation, fiercer competition, or unfavorable market conditions.

Food
Sales in bUSD by dimension
'13-12 AC vs PM

Customer	
Lulu	13.6
Geant	0.2

Entity	
Other	11.9
Nestle	8.1

Status	
Regular	18.8
Promotion	1.2

Country	
Oman	9.1
Kuwait	
Qatar	3.6

Category	
Milk Powder	10.0
Petfood	
Baby Food	2.5
Cereals	2.1
Other rank >4	4.2

Subcategory	
Sachet	6.0
Cat Food	4.4
Family	2.7
Baby Food	1.1
Other rank >4	
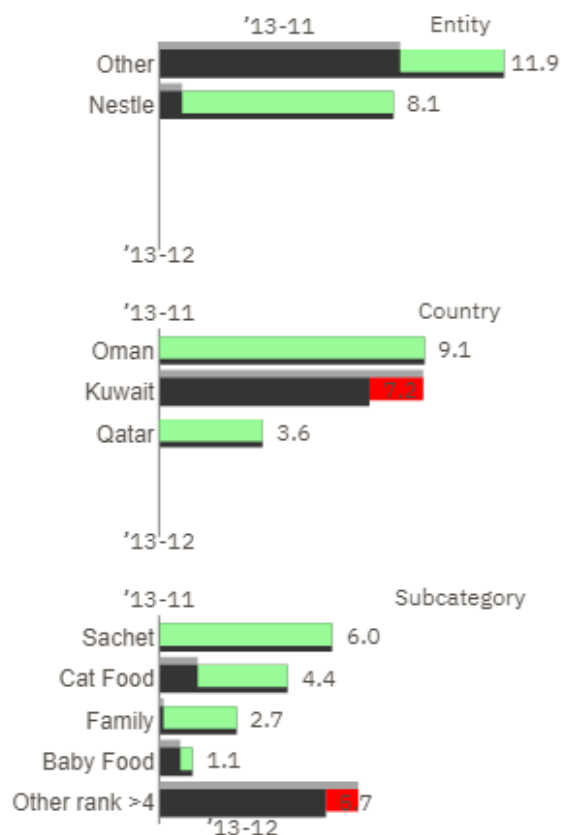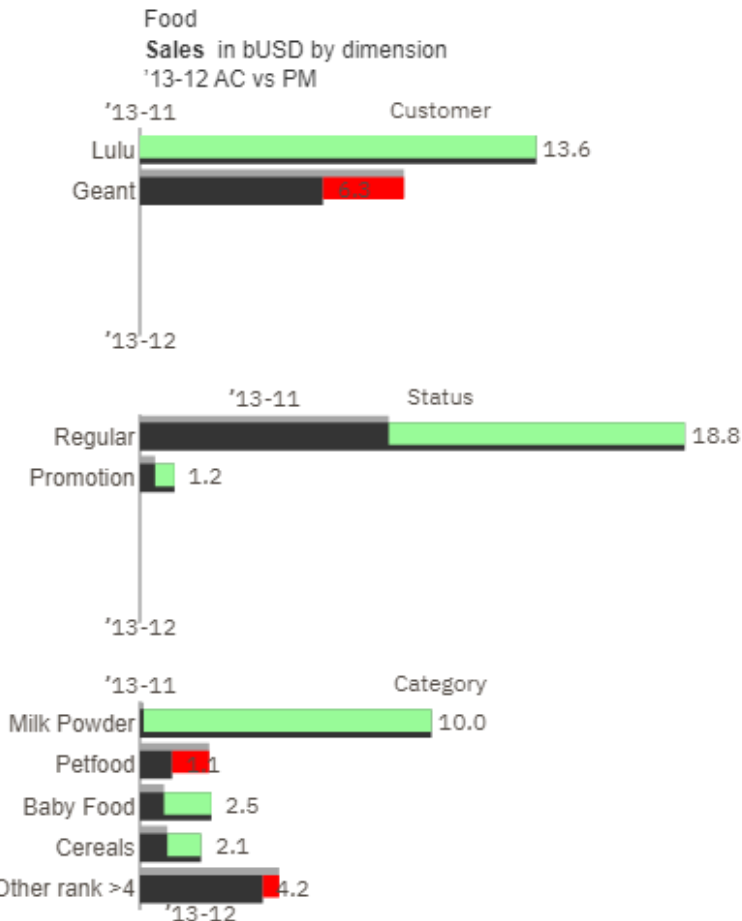
The business expanded into new markets (Qatar and Oman) across all categories in 2013-12. Milk Powder in Oman showed the highest sales introduction. Kuwait, a more mature market, showed mixed growth. Baby Food exhibited robust growth in Kuwait. However, Petfood and Other rank >3 categories in Kuwait experienced significant declines.

Food
Sales in bUSD Category by Country
'13-12 AC vs PM

Milk Powder

'13-11

Kuwait 0.27
Oman 8.11
Qatar 1.66

'13-12

Petfood

'13-11

Kuwait -1.10
Oman 0.00
Qatar 0.01

'13-12

Baby Food

'13-11

Kuwait 1.38
Oman 0.49
Qatar 0.60

'13-12

Other rank >3

'13-11

Kuwait -4.60
Oman 0.54
Qatar 1.30

'13-12

'Other' saw a 3,810% increase in Milk Powder sales and a 1,381% rise in Baby Food, but Petfood dropped by 86% and 'Other rank >4' fell 53%. Meanwhile, 'Nestle' had massive growth, with Petfood up 178,652% and Milk Powder going from zero to 604.8 million units. 'Nestle' did exceptionally well in categories where they previously had a small presence. 'Other' needs to strategically address their substantial declines in certain categories.

Food
Units in b Entity by Category

	'13-11 '13-12 AC vs PM	Other
Milk Powder		0.95
Petfood	0.06	
Baby Food		0.51
Cereals		0.62
Other rank >4	0.63	

'13-12

	'13-11	Nestle
Milk Powder		0.60
Petfood		0.17
Baby Food	05	
Cereals		0.02
Other rank >4		0.33

'13-12
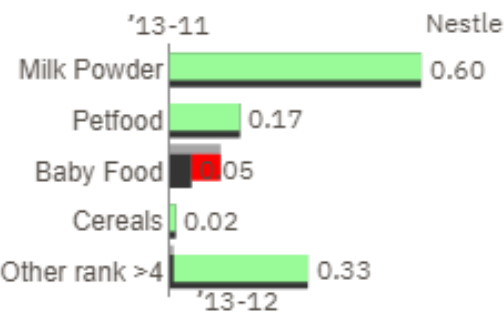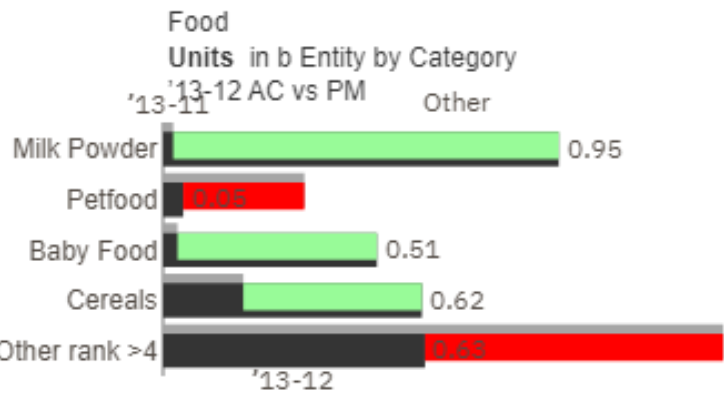
Executive summary
Index
At a glance
Sales breakdown
Data insights
Trends
Backup

The dataset reveals a strong dependence on regular sales across all categories, with promotional sales playing a significant but lesser role (p.18). Each country has distinct preferences and sales strategies, with Oman focusing on Milk Powder, Kuwait on Baby Food promotions, and Qatar on Coffee (p.18). These insights could inform future marketing and sales initiatives (p.18).
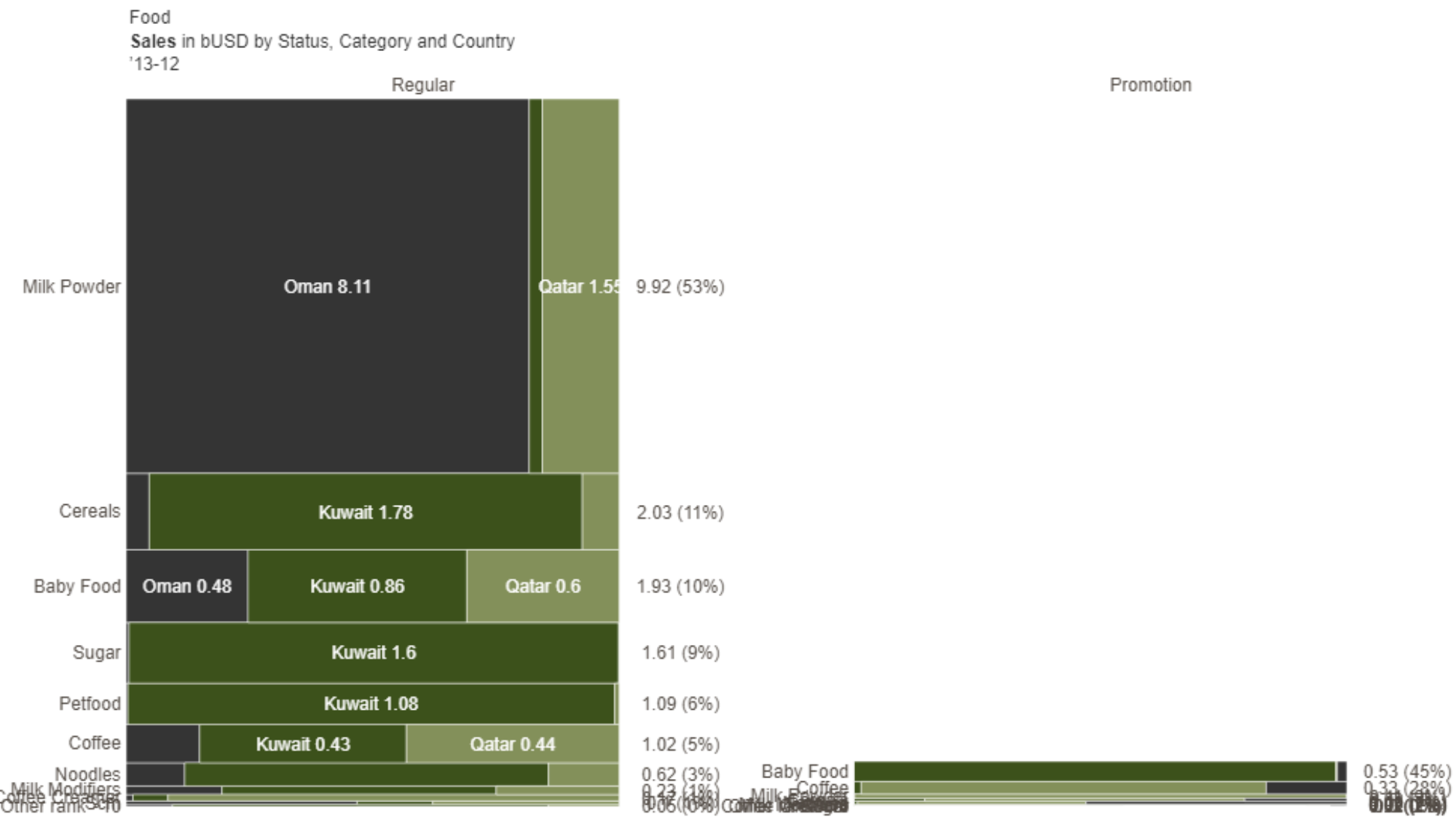
Oman should continue focusing on Milk Powder, while Kuwait could benefit from diversifying among Baby Food, Cereals, and Sugar (p.19). Qatar might consider increasing its beverage portfolio, as Coffee and Coffee Creamer are major contributors (p.19). Qatar's lower total sales compared to Oman and Kuwait indicate potential for market expansion, especially in high-contributing categories (p.19).

'Other' dominates the market in units sold across all three countries, holding an 85% market share in Kuwait and 65% in Oman (p.20). In Qatar, Nestle has a slight edge with a 52% share versus 48% for 'Other', indicating Nestle's offerings might be more competitive or better suited to consumer preferences there (p.20).
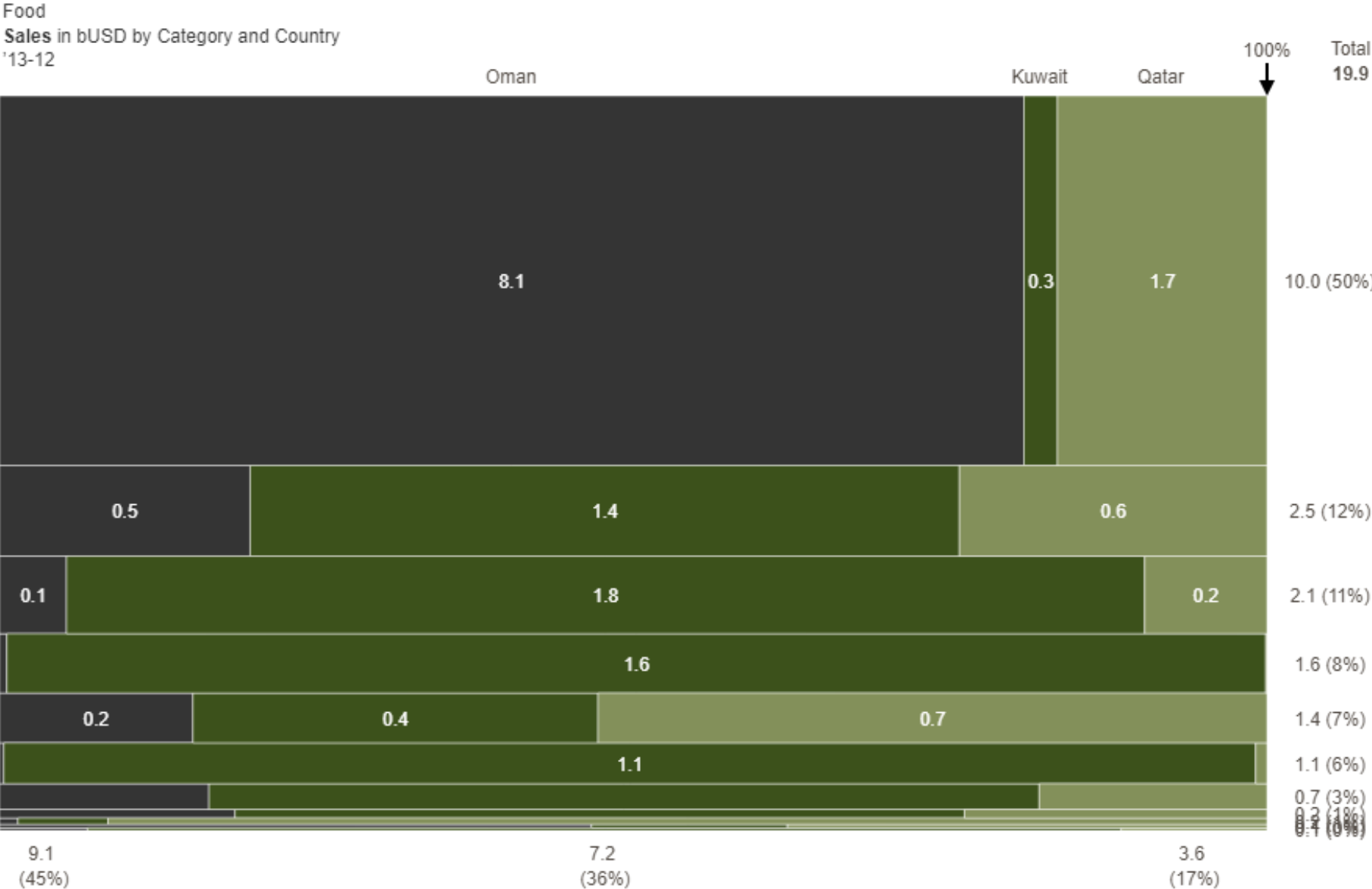
Oman has a strong market for Milk Powder and Baby Food under regular sales (p.21, p.22). Kuwait sees significant sales volume in the 'Other rank > 4' category, suggesting diverse consumption of less prominent food categories (p.21, p.22). Qatar has relatively balanced sales across categories but doesn't reach Kuwait or Oman's volume in any specific category (p.22).

Milk Powder is a key category, suggesting a focus here could be beneficial due to its high sales volume and efficiency (p.23). Essential and staple foods like Milk Powder, Baby Food, and Cereals have both high unit sales and total sales, indicating strong, consistent consumer demand (p.23). Regular sales dominate revenue across most categories, with promotions playing a smaller but significant role in driving revenue through higher unit prices (p.24). Regular sales are crucial for sustained revenue, while promotions can potentially increase profit margins per unit (p.24).
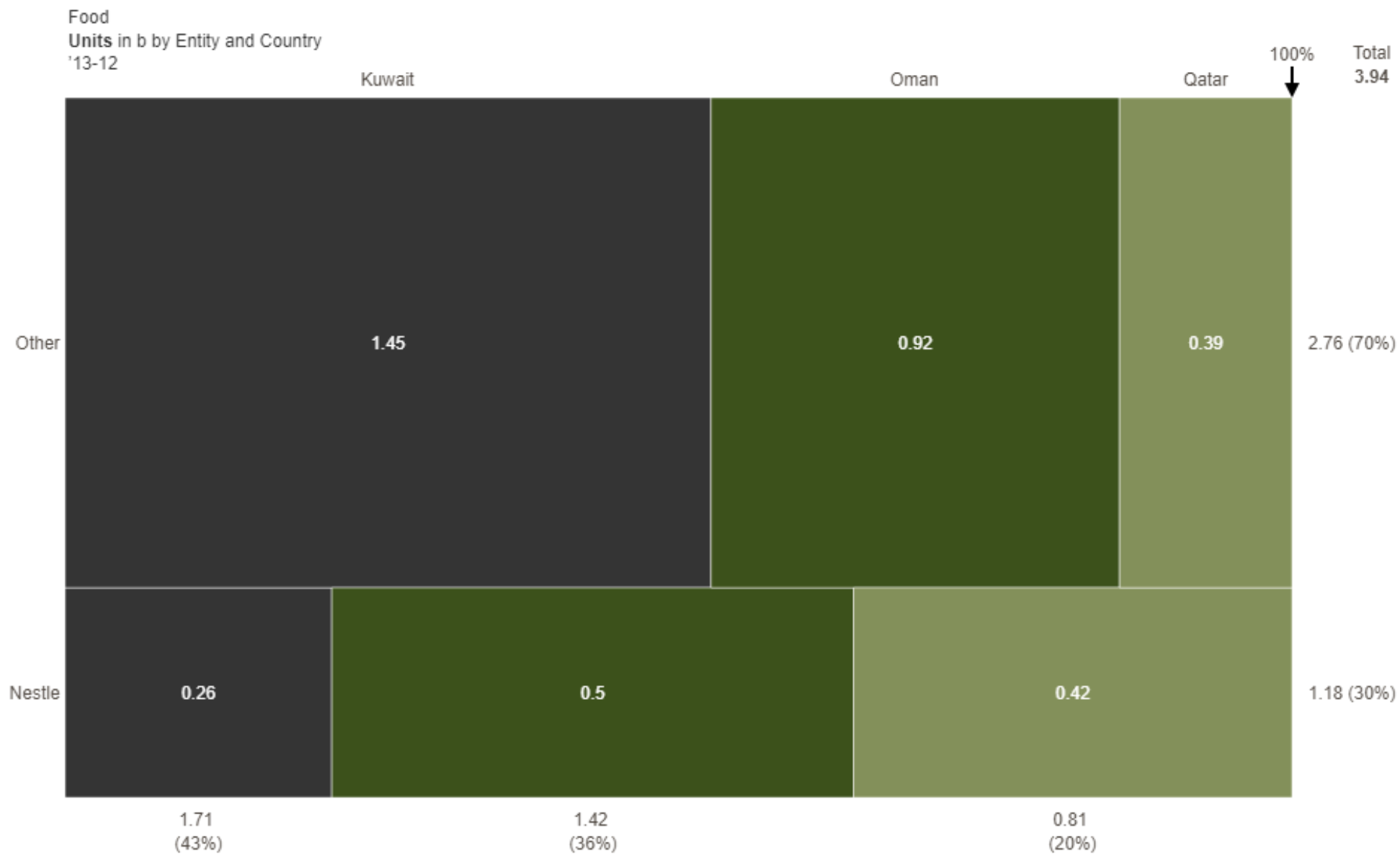
The dataset shows a strong dependence on regular sales across all categories. Promotional sales play a significant but lesser role. Oman focuses on Milk Powder, Kuwait on Baby Food promotions, and Qatar on Coffee. Each country has distinct preferences and sales strategies that could inform future marketing and sales initiatives.

Food
Sales in bUSD by Status, Category and Country
'13-12

Oman should continue focusing on Milk Powder, a major revenue generator. Kuwait could benefit from diversifying among Baby Food, Cereals, and Sugar, all significant sales contributors. Qatar might consider increasing its beverage portfolio, as Coffee and Coffee Creamer are major contributors. Qatar's lower total sales compared to Oman and Kuwait indicate potential for market expansion, especially in high-contributing categories like beverages.

Food
Sales in bUSD by Category and Country
'13-12

	Oman	Kuwait	Qatar	100%	Total 19.9
Milk Powder	8.1	0.3	1.7		10.0 (50%)
Baby Food	0.5	1.4	0.6		2.5 (12%)
Cereals	0.1	1.8	0.2		2.1 (11%)
Sugar	1.6				1.6 (8%)
Coffee	0.2	0.4	0.7		1.4 (7%)
Petfood	1.1				1.1 (6%)
Noodles					0.7 (3%)
Milk Modifiers					0.3 (1%)
Coffee Creamer					0.2 (1%)
Other Tank-Ho					0.1 (0%)

9.1 (45%)   7.2 (36%)   3.6 (17%)

'Other' dominates the market in units sold across all three countries. It holds an 85% market share in Kuwait and 65% in Oman, suggesting a strong presence or wider product range compared to Nestle. In Qatar, Nestle has a slight edge with a 52% share versus 48% for 'Other', indicating Nestle's offerings might be more competitive or better suited to consumer preferences there.

Food
Units in b by Entity and Country
'13-12

	Kuwait	Oman	Qatar	100%	Total 3.94
Other	1.45	0.92	0.39		2.76 (70%)
Nestle	0.26	0.5	0.42		1.18 (30%)
	1.71 (43%)	1.42 (36%)	0.81 (20%)		

Oman has a strong market for Milk Powder and Baby Food under regular sales, possibly due to demographics or local dietary preferences. Kuwait has high sales in the 'Other rank > 4' category but significant promotional sales for Baby Food, suggesting effective promos or a responsive market for discounted baby products. Qatar's more evenly distributed sales may indicate a more diversified consumer base or smaller market compared to Oman and Kuwait.

Food
Units in b by Category and Country
'13-12

	Oman	Kuwait	Qatar	Total 3.94
Milk Powder	1.21		0.30	1.55 (39%)
Baby Food	0.12 · 0.27 · 0.18			0.57 (14%)
Petfood	0.22			0.22 (6%)
Noodles	0.08			0.12 (3%)
Other rank >4	0.08 · 1.10		0.30	1.48 (38%)
	1.42 (36%)	1.71 (43%)	0.81 (21%)	
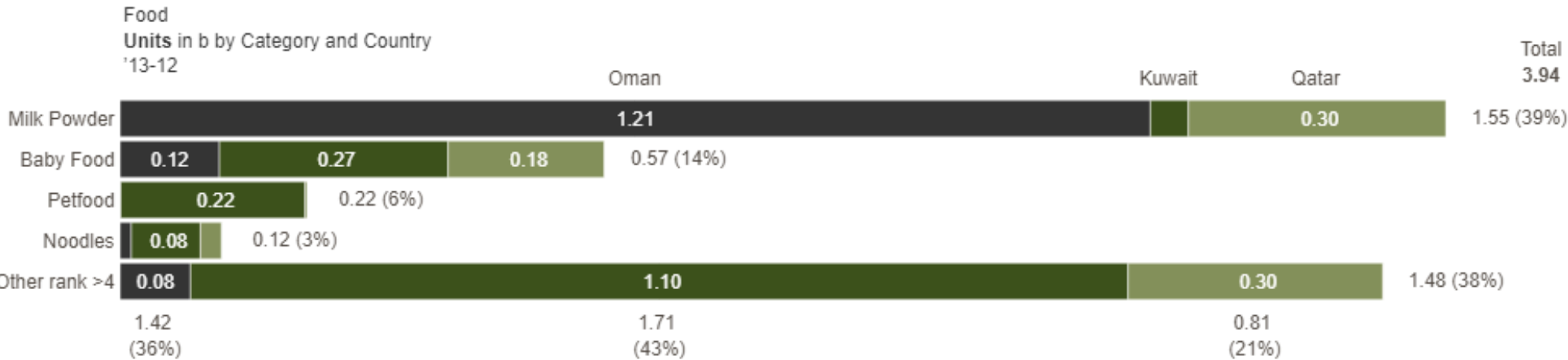
Oman has a strong market for Milk Powder and Baby Food under regular sales. Kuwait sees significant sales volume in the 'Other rank > 4' category, suggesting diverse consumption of less prominent food categories. Qatar has relatively balanced sales across categories but doesn't reach Kuwait or Oman's volume in any specific category.

Food
Units in b by Status, Category and Country
'13-12

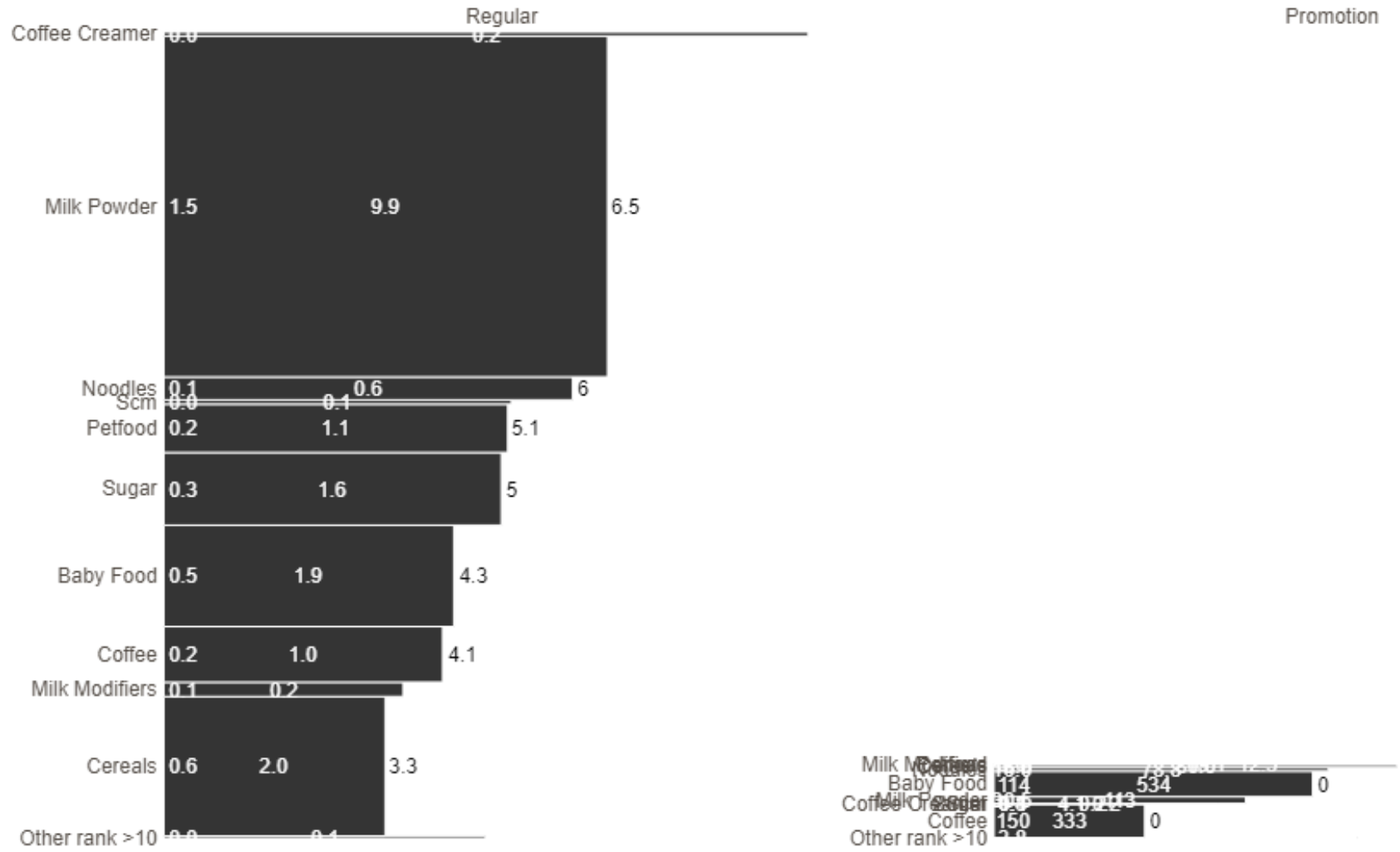| Regular		Promotion	
Milk Powder	Oman 1.21 — Qatar 0.27 — 1.52 (42%)	Milk Powder	0.11 (34%)
Baby Food	0.45 (13%)	Baby Food	0.03 (9%)
Petfood	0.22 (6%)	Petfood	0.02 (5%)
Noodles	0.10 (3%)	Noodles	0.00 (1%)
Other rank >4	Kuwait 1.09 — 1.31 (36%)	Other rank >4	0.17 (51%)
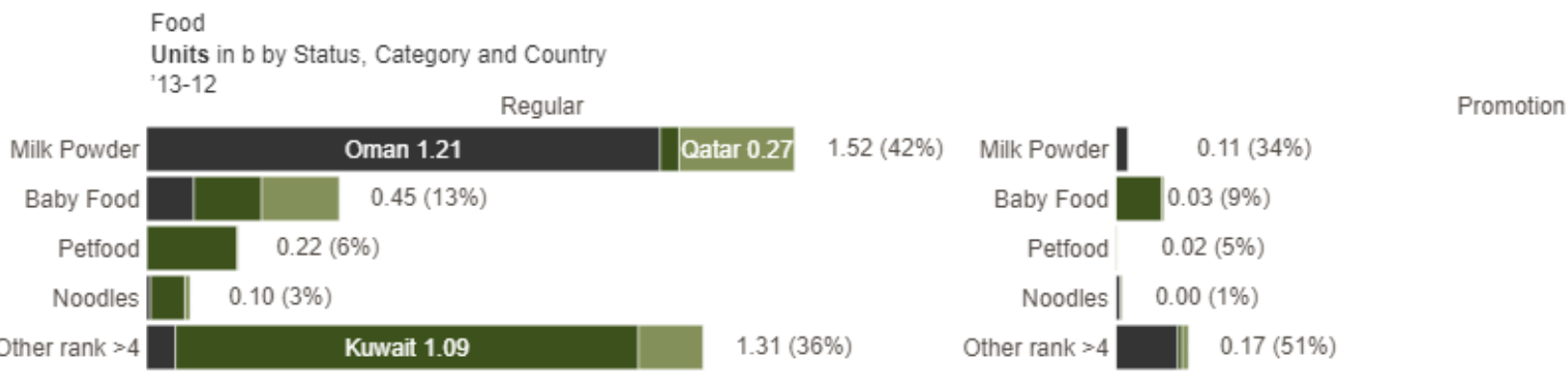
Milk Powder is a key category, suggesting a focus here could be beneficial due to its high sales volume and efficiency. Essential and staple foods like Milk Powder, Baby Food, and Cereals have both high unit sales and total sales, indicating strong, consistent consumer demand. Coffee and Milk Modifiers have lower sales but reasonable unit prices, showing potential for growth with enhanced marketing and distribution strategies.
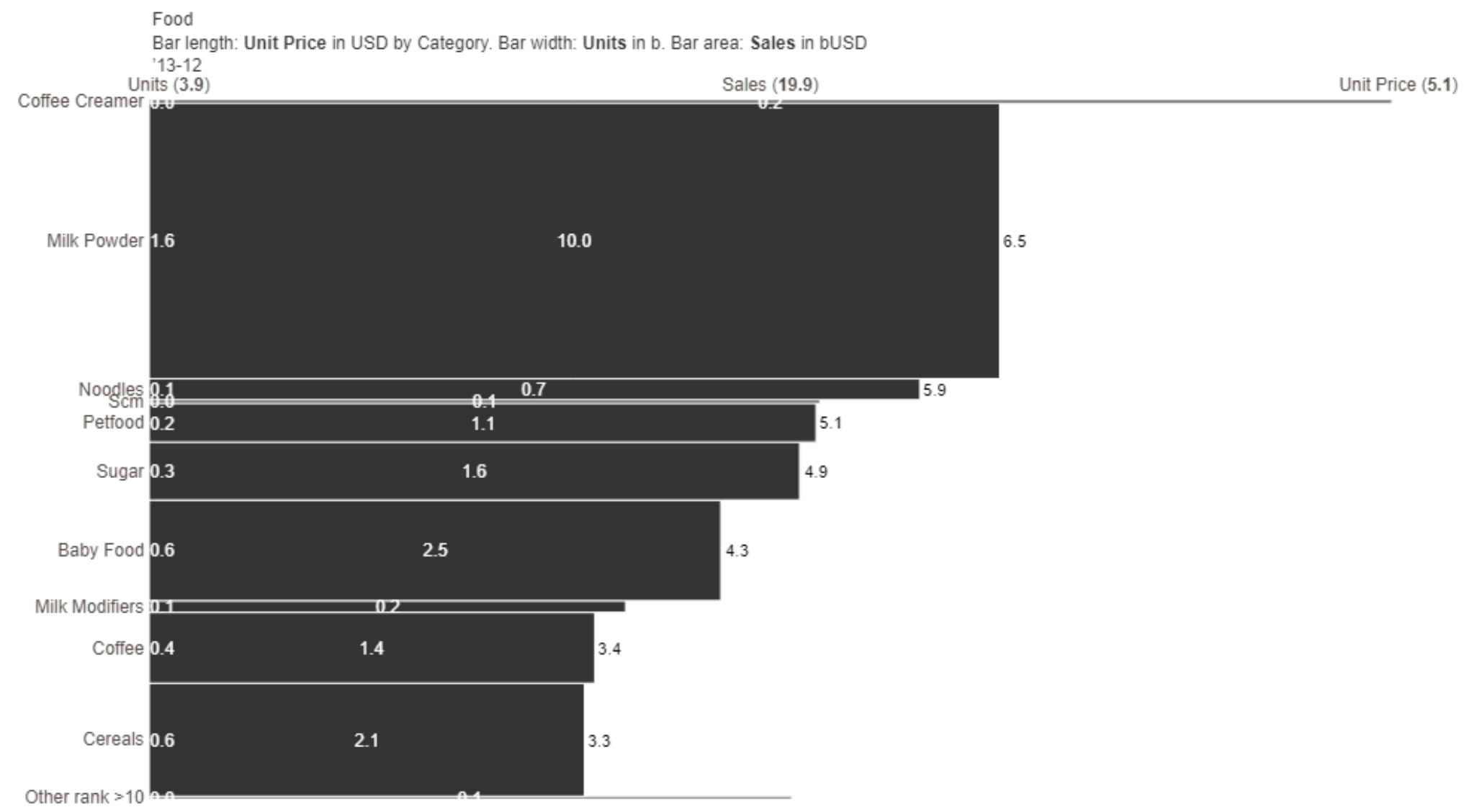
Food
Bar length: **Unit Price** in USD by Category. Bar width: **Units** in b. Bar area: **Sales** in bUSD
'13-12

	Units (3.9)	Sales (19.9)	Unit Price (5.1)
Coffee Creamer	0.0	0.2	
Milk Powder	1.6	10.0	6.5
Noodles	0.1	0.7	5.9
Scm	0.0	0.1	
Petfood	0.2	1.1	5.1
Sugar	0.3	1.6	4.9
Baby Food	0.6	2.5	4.3
Milk Modifiers	0.1	0.2	
Coffee	0.4	1.4	3.4
Cereals	0.6	2.1	3.3
Other rank >10	0.0	0.1	

Regular sales dominate revenue across most categories, with promotions playing a smaller but significant role in driving revenue through higher unit prices. Promotions can increase unit prices, but don't always mean higher volumes sold, showing a complex link between price sensitivity and promotional effectiveness across different food categories. Regular sales are crucial for sustained revenue, while promotions can potentially increase profit margins per unit.

Food
Bar length: **Unit Price** in USD by Status and Category. Bar width: **Units** in m. Bar area: **Sales** in mUSD
'13-12

Regular | Promotion

Coffee Creamer 0.0 — 0.2

Milk Powder 1.5 | 9.9 | 6.5

Noodles 0.1 0.0 | 0.6 0.1 | 6
Scm 0.0 0.1
Petfood 0.2 | 1.1 | 5.1

Sugar 0.3 | 1.6 | 5

Baby Food 0.5 | 1.9 | 4.3

Coffee 0.2 | 1.0 | 4.1
Milk Modifiers 0.1 0.2

Cereals 0.6 | 2.0 | 3.3

Other rank >10 0.0 0.1

Milk Modifiers / Coffee — 534 — 0
Baby Food 114
Coffee Creamer — 4.0 113
Coffee 150 333 0
Other rank >10

Executive summary
Index
At a glance
Sales breakdown
**Data insights**
Trends
Backup

The business's sales are heavily concentrated, with just 17.6% of categories (3 categories) contributing to 80% of total sales (Class A), while Classes B and C have more subcategories but contribute less significantly (p.30). This concentration is consistent across both sales and units sold, with just 25% of subcategories accounting for 81% of each (p.32). The top four categories driving sales are Milk Powder, Baby Food, Cereals, and Sugar (p.33).

Sachet and Cat Food dominate the business's sales with their high-volume and moderate-to-high prices, suggesting strong market demand or effective market penetration. However, Instant Soups, despite having the highest unit prices, don't necessarily lead to the highest sales, indicating niche markets or premium pricing strategies (p.27). The business has seen significant growth in sales of essential goods like Milk Powder and Sugar, while Petfood, Milk Modifiers, and Soups show negative growth rates, which could be areas of concern (p.28).

Sales are influenced by the interplay between unit sales and pricing across different food subcategories. Higher priced subcategories like Sachet and Cold Food have lower sales volumes, suggesting they may be more niche offerings. Subcategories such as Ethnic Food and Cup/Chilled achieve higher sales by striking a balance between unit price and units sold, indicating that simply lowering prices doesn't necessarily lead to higher unit sales (p.31).

The business's sales follow a typical Pareto effect, with just 23% of categories generating 81% of total sales. Units sold show a similar concentration, suggesting those categories are efficient or popular. This analysis can guide strategic decisions to focus on key categories while tailoring strategies for others (p.33).

Sachet and Cat Food, with their high-volume and moderate-to-high prices, dominate the business's sales. This suggests strong market demand or effective market penetration. On the other hand, Instant Soups, despite having the highest unit prices, don't necessarily lead to the highest sales. This indicates niche markets or premium pricing strategies.
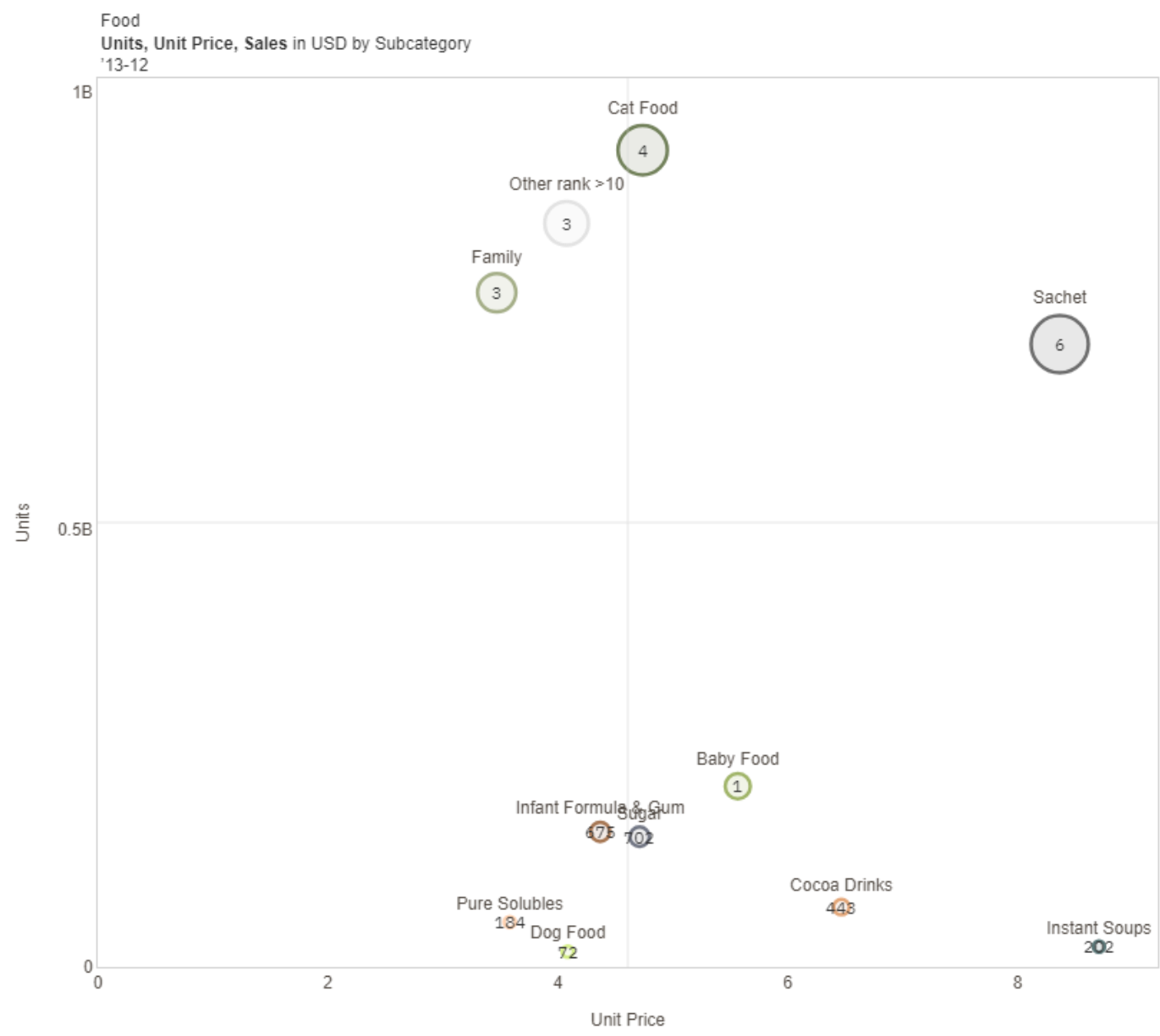
Food
Units, Unit Price, Sales in USD by Subcategory
'13-12

The business has seen significant growth in sales of essential goods like Milk Powder and Sugar. However, Petfood, Milk Modifiers, and Soups are showing negative growth rates, which could be areas of concern.

Food
Sales Growth Rate, Unit Price, Sales in USD by Category
'13-12
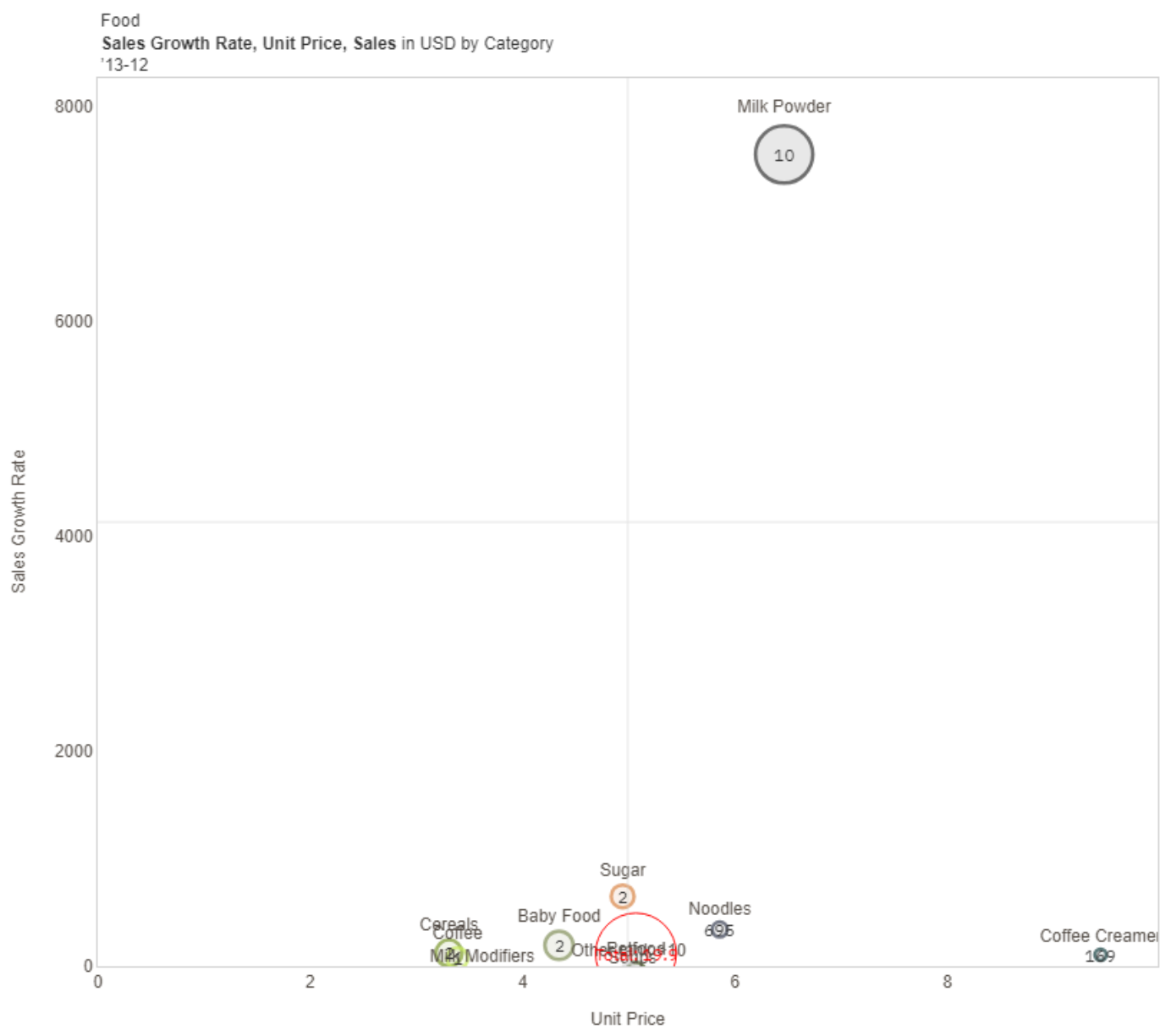
Class A subcategories drive the majority of units sold and revenue, despite being fewer in number. Classes B and C have more subcategories but contribute less significantly, suggesting a potential area for review or strategic realignment to boost their performance.

Food
ABC by sorted Subcategory Units
'13-12   Unit Price
                              5.1
        3.9 19.9 31.0

C   5   6

B   17   14

                  48
                  (15)   5.8

A   78   80   29
                  (9)   4.4

                  23
                  (7)   5.2

        Units Sales # of Subcategory
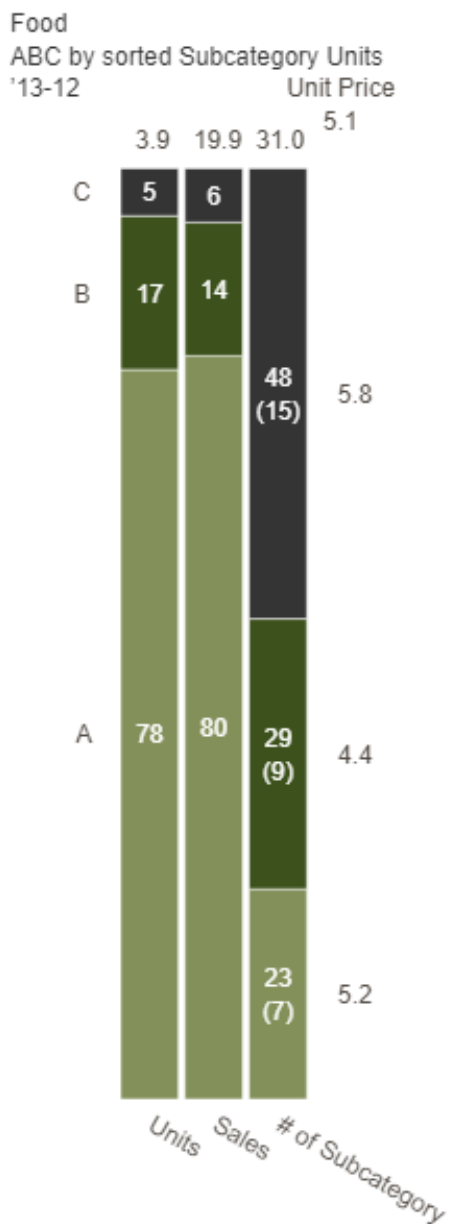
Only 17.6% of categories (3 categories) contribute to 80% of total sales (Class A), indicating a heavy reliance on a few categories to drive the majority of sales. Classes A and B have the same number of categories (3 each), which starkly contrasts with Class C's 11 categories that only contribute 5% to total sales, suggesting Class C categories are significantly less effective at generating revenue.
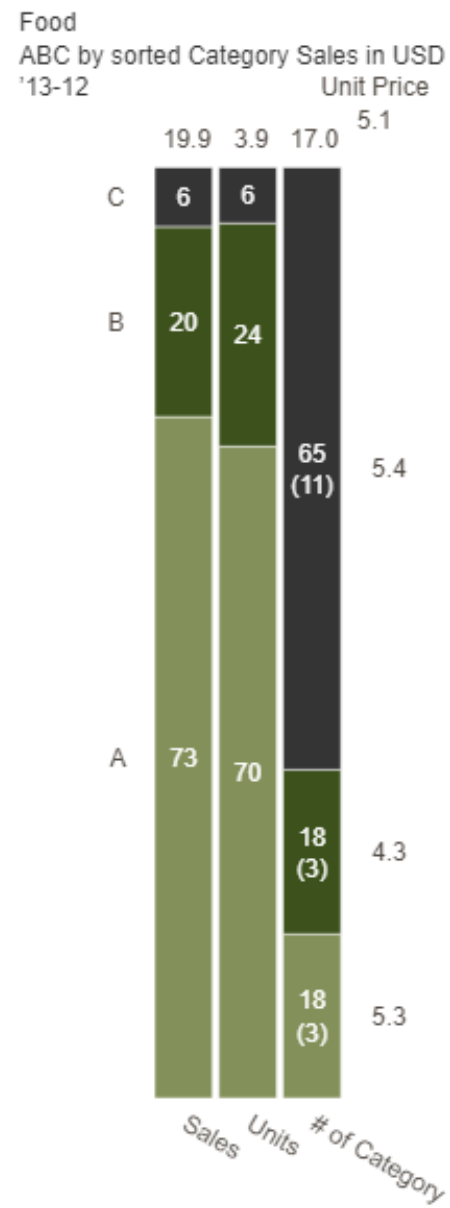
Food
ABC by sorted Category Sales in USD
'13-12   Unit Price
                                       5.1
            19.9   3.9   17.0

    C   6   6

    B   20   24

                          65   5.4
                          (11)

    A   73   70

                          18   4.3
                          (3)

                          18   5.3
                          (3)

         Sales Units # of Category

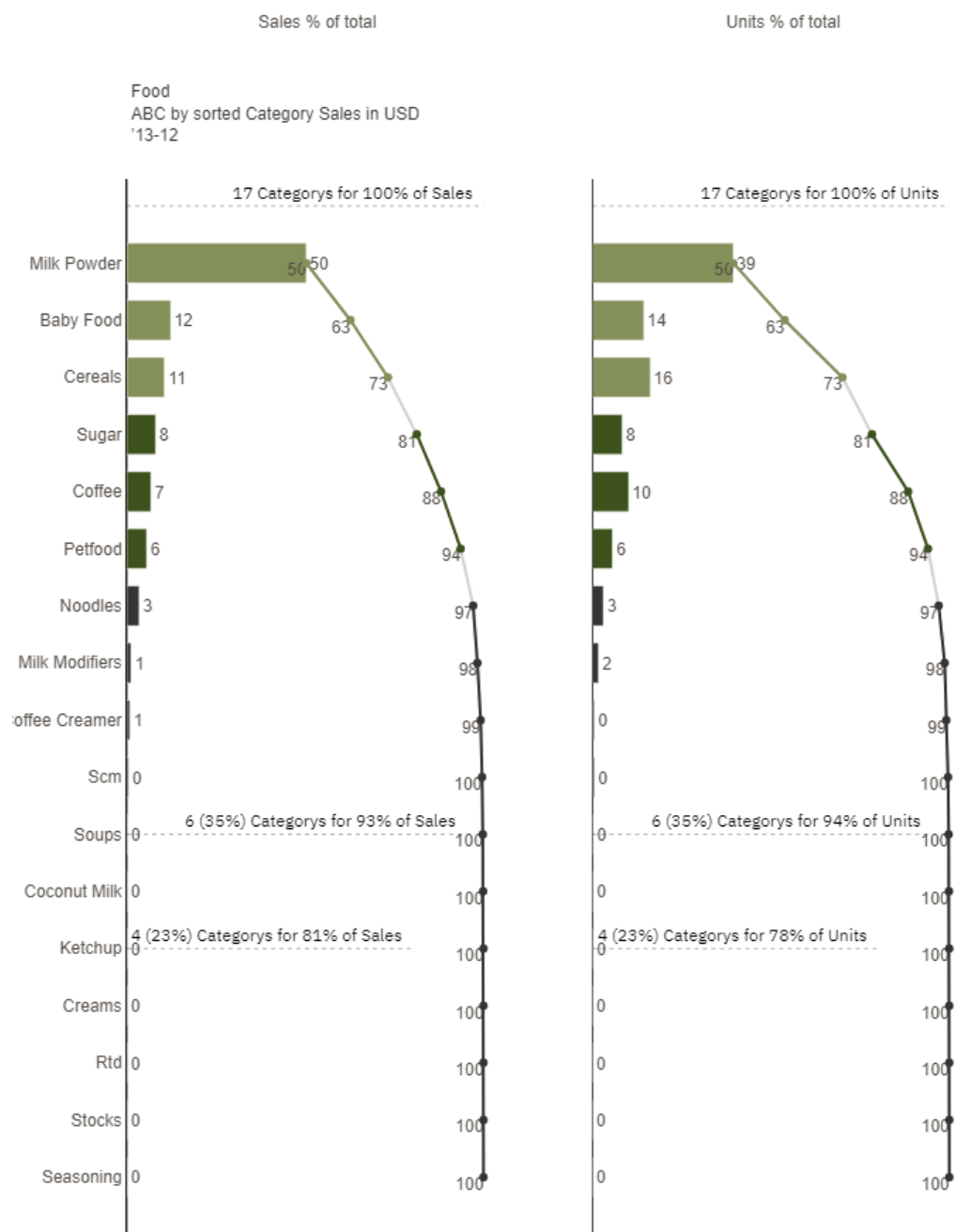Sales are influenced by the interplay between unit sales and pricing across different food subcategories. Higher priced subcategories like Sachet and Cold Food have lower sales volumes, suggesting they may be more niche offerings. Subcategories such as Ethnic Food and Cup/Chilled achieve higher sales by striking a balance between unit price and units sold. Simply lowering prices doesn't necessarily lead to higher unit sales, indicating the importance of brand strength, product quality, and market demand over pricing alone.

Food
Units, Unit Price, Sales in USD aggregated by Subcategory
'13-12

Cat Food

Family

Sachet

0.5B

5

4

2

Baby Food

Cup/bowl
Infant Formula & Gum
Sugar

1

Iced Coffee
Clear Soups

R&ult

Cocoa Drinks
Mixes

Pure Solubles
Flavoured
Creamy Soups

Flavoured Milk

Baby Beverages

Original
Powder Drinks Mixed Soups Liquid Soups

Instant Soups Original Ketchup

Flavoured Drinks

Cook Up Soups

Units

0

2   4   6   8   10

Unit Price

The business's sales and units sold are highly concentrated. Just 8 subcategories, or 25% of the total, account for 81% of both total units and sales. This concentration consistency reflects a concentrated market and is important for strategic focus.

Food
ABC by sorted Subcategory Units
'13-12

Left chart:
8 (25%) Subcategorys for 81% of Units
16 (51%) Subcategorys for 94% of Units
31 Subcategorys for 100% of Units
Units % of total

Right chart:
8 (25%) Subcategorys for 81% of Sales
16 (51%) Subcategorys for 94% of Sales
31 Subcategorys for 99% of Sales
Sales % of total
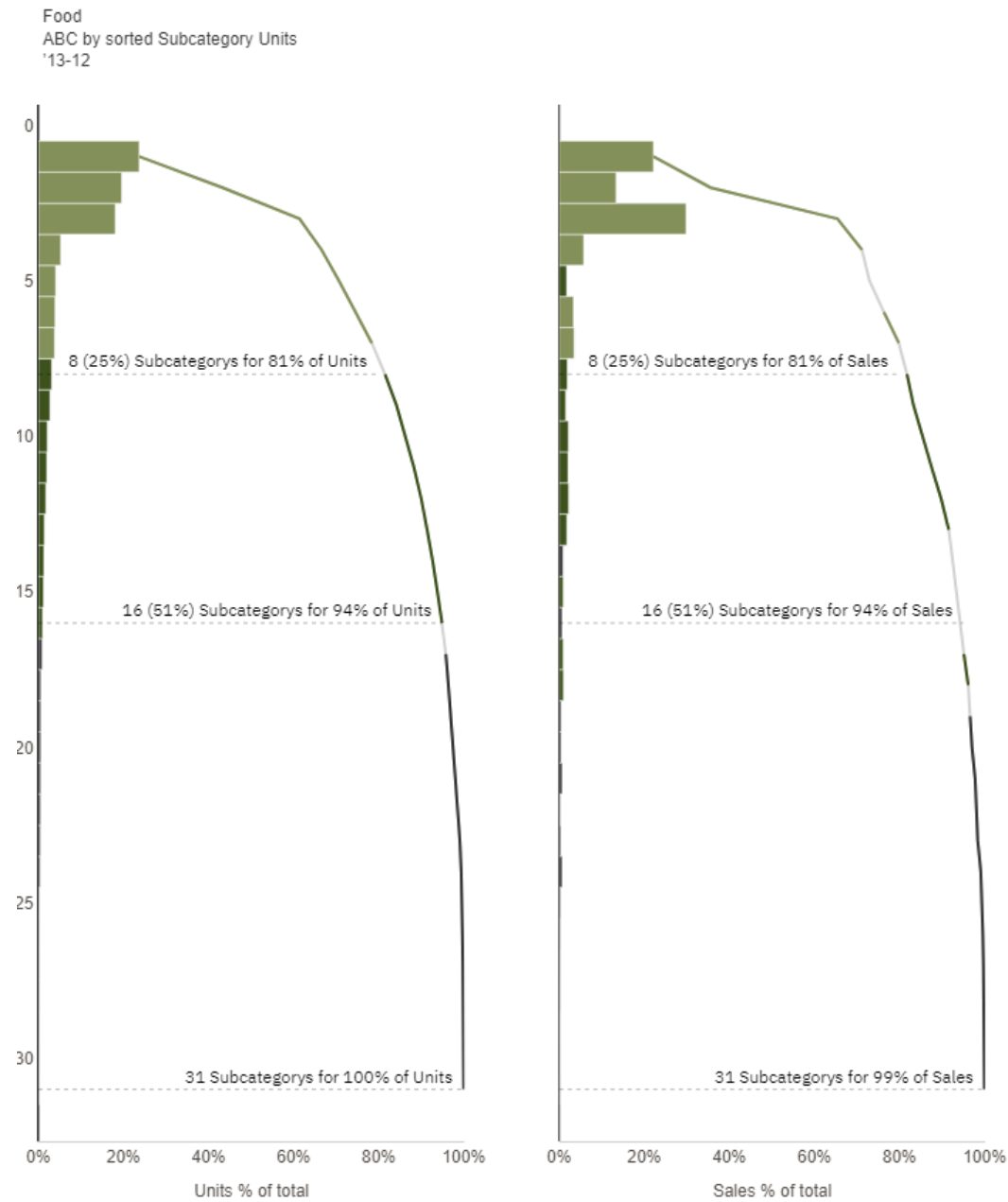
The business's sales follow a typical Pareto effect: just 23% of categories generate 81% of total sales. The top four categories are Milk Powder, Baby Food, Cereals, and Sugar. Units sold show a similar concentration, suggesting those categories are efficient or popular. This analysis can guide strategic decisions to focus on key categories while tailoring strategies for others.

Sales % of total

Units % of total

Food
ABC by sorted Category Sales in USD
'13-12

17 Categorys for 100% of Sales

17 Categorys for 100% of Units

Category	Sales			Units	
Milk Powder	50	50		50	39
Baby Food	12	63		14	63
Cereals	11	73		16	73
Sugar	8	81		8	81
Coffee	7	88		10	88
Petfood	6	94		6	94
Noodles	3	97		3	97
Milk Modifiers	1	98		2	98
Coffee Creamer	1	99		0	99
Scm	0	100		0	100
Soups	0	100		0	100
Coconut Milk	0	100		0	100
Ketchup	0	100		0	100
Creams	0	100		0	100
Rtd	0	100		0	100
Stocks	0	100		0	100
Seasoning	0	100		0	100

6 (35%) Categorys for 93% of Sales

6 (35%) Categorys for 94% of Units

4 (23%) Categorys for 81% of Sales

4 (23%) Categorys for 78% of Units

Executive summary
Index
At a glance
Sales breakdown
Data insights
Trends
Backup

The business experienced strong growth in 2013, with sales and units rising at a 43.5% annual rate, although growth varied significantly from month to month (p.36). The January 2013 customer cohort contributed significantly to sales, peaking in May and September, while the December 2013 cohort showed strong initial contribution, suggesting high growth potential (p.37). Despite monthly fluctuations, the business achieved a high sales CAGR of 28.3% by customer over the year, with sales peaking in September at $97.7 billion and increasing noticeably towards the end of the year (p.38).
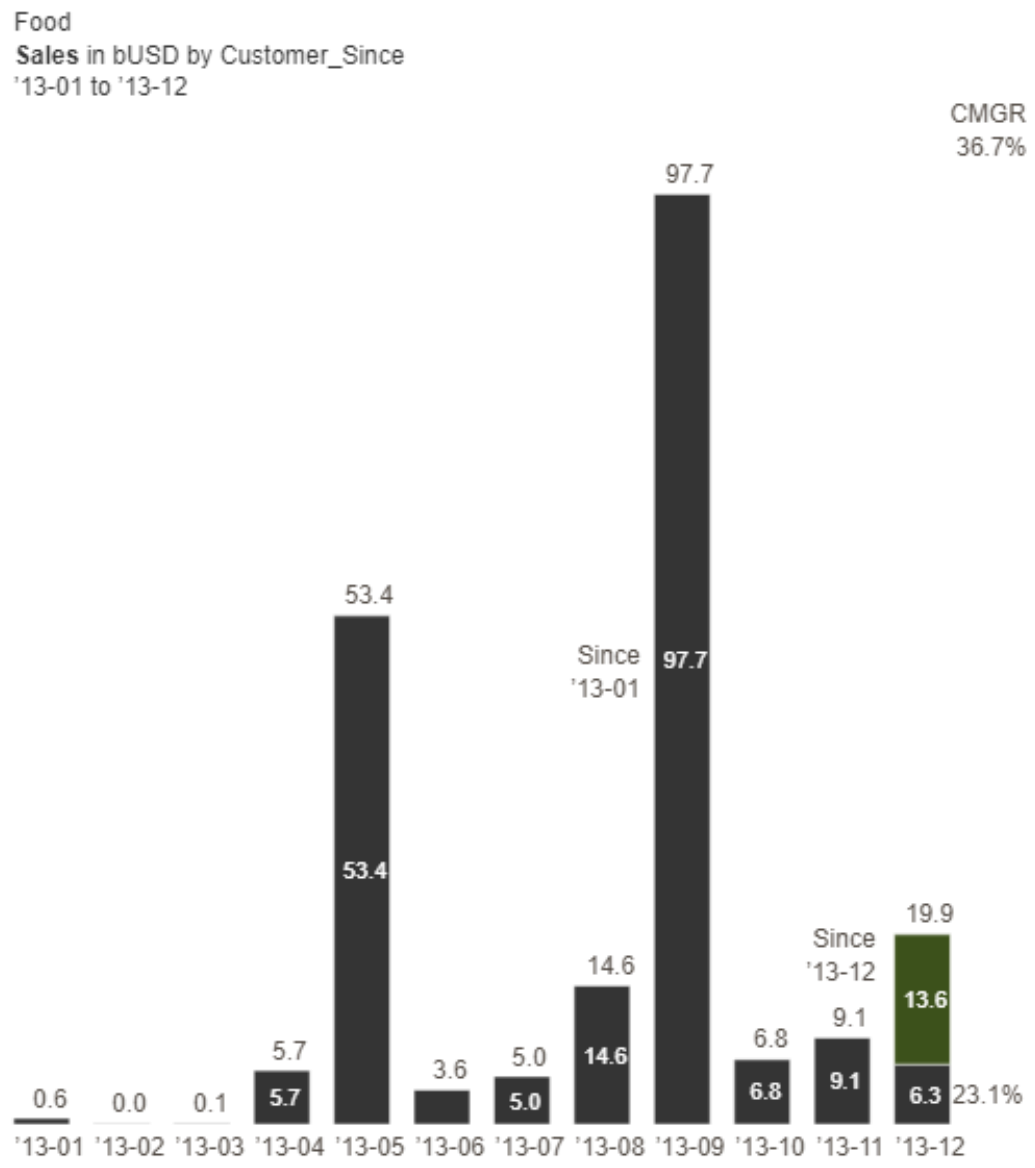
Unit prices fluctuated significantly, with an inverse relationship between price and sales in some months, suggesting price sensitivity (p.39). Both Nestle and Other saw strong growth in units sold, with Nestle at a 46.8% CAGR and Other at 42.3%. Sales fluctuated significantly for both, peaking in May for Nestle and September for both, possibly due to seasonality or specific market activities (p.40).

The business saw a 43.5% CAGR growth in units processed over the year, with huge spikes in May and September, and a steady rise in the last quarter, pointing to possible seasonal demand or year-end positioning (p.41).
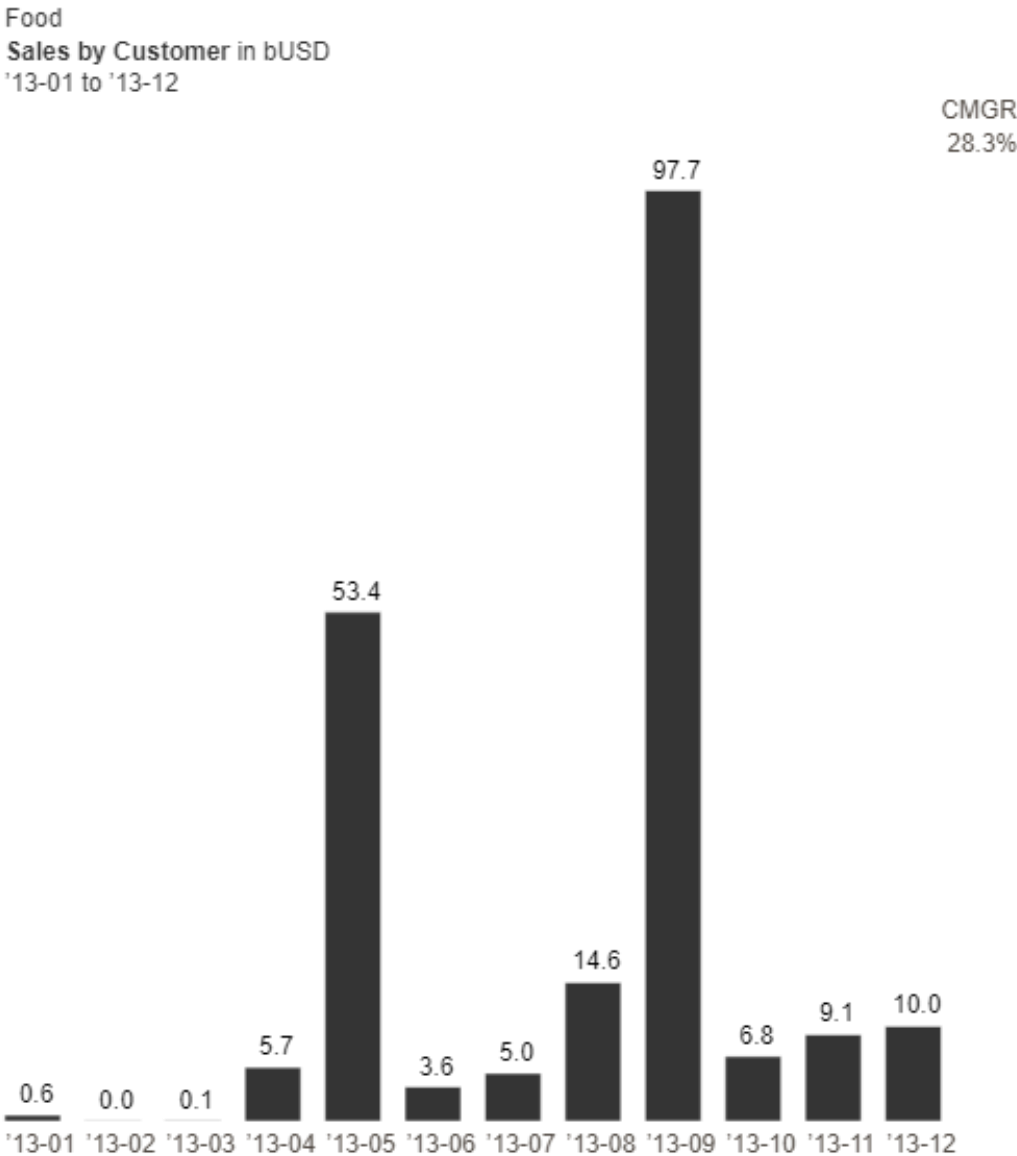
The business saw strong growth in 2013, with sales and units rising at a 43.5% annual rate. But growth varied a lot from month to month. Units sold peaked in May and September, likely due to seasonality or good marketing.
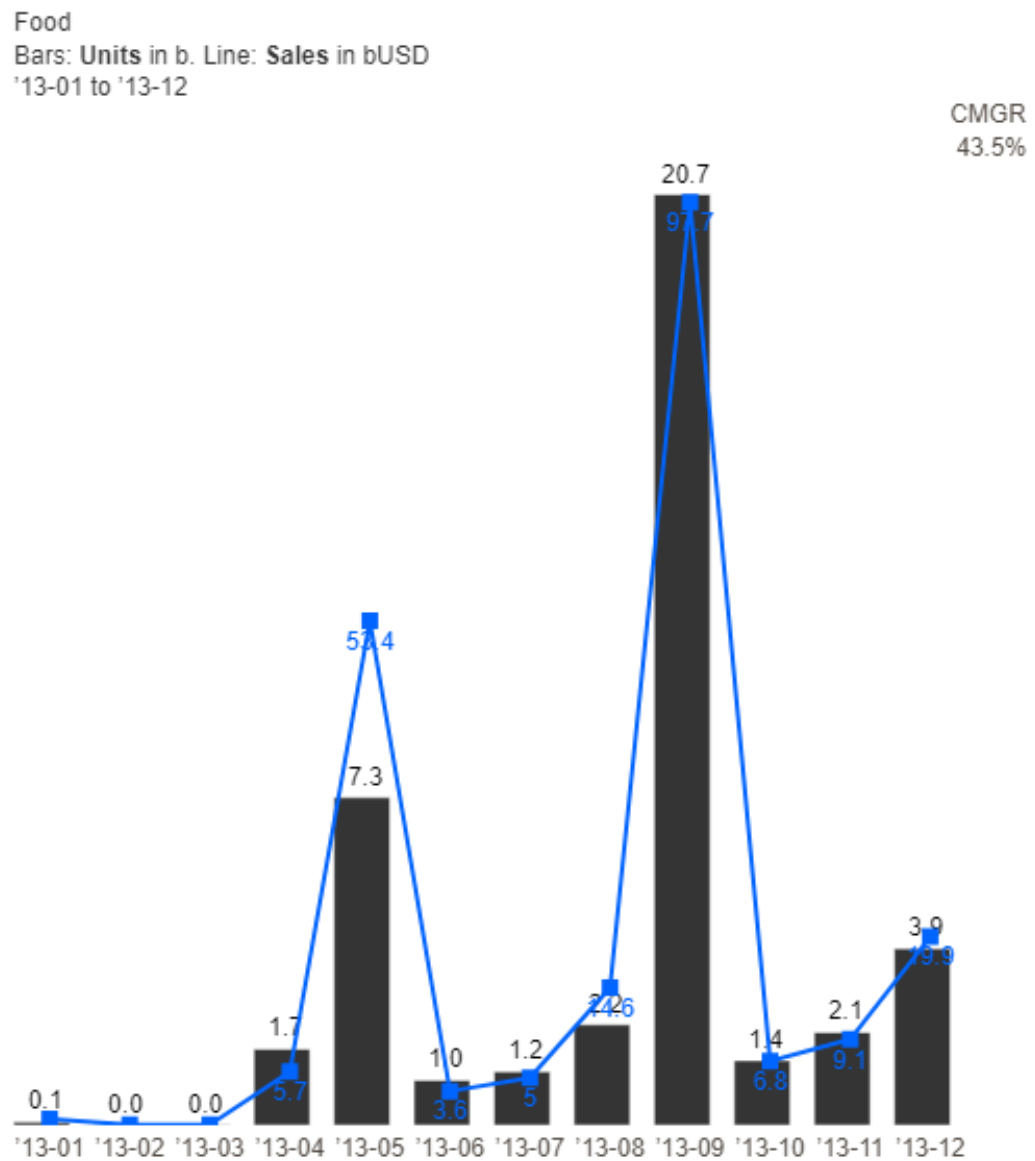
Food
Bars: **Units** in b. Line: **Sales** in bUSD
'13-01 to '13-12

CMGR
43.5%

The January 2013 customer cohort contributed significantly to sales, peaking in May and September. The December 2013 cohort also showed strong initial contribution, suggesting high growth potential. Overall sales CAGR across all cohorts was 36.7%, with the January 2013 cohort at 23.1%, indicating newer cohorts might grow faster.

Food
Sales in bUSD by Customer_Since
'13-01 to '13-12

CMGR
36.7%

97.7

53.4

Since
'13-01 | 97.7

53.4

19.9

Since
'13-12

14.6

13.6

5.7

6.8

9.1

0.6 | 0.0 | 0.1 | 5.7 | | 3.6 | 5.0 | 14.6 | | 6.8 | 9.1 | 6.3 | 23.1%

'13-01 '13-02 '13-03 '13-04 '13-05 '13-06 '13-07 '13-08 '13-09 '13-10 '13-11 '13-12
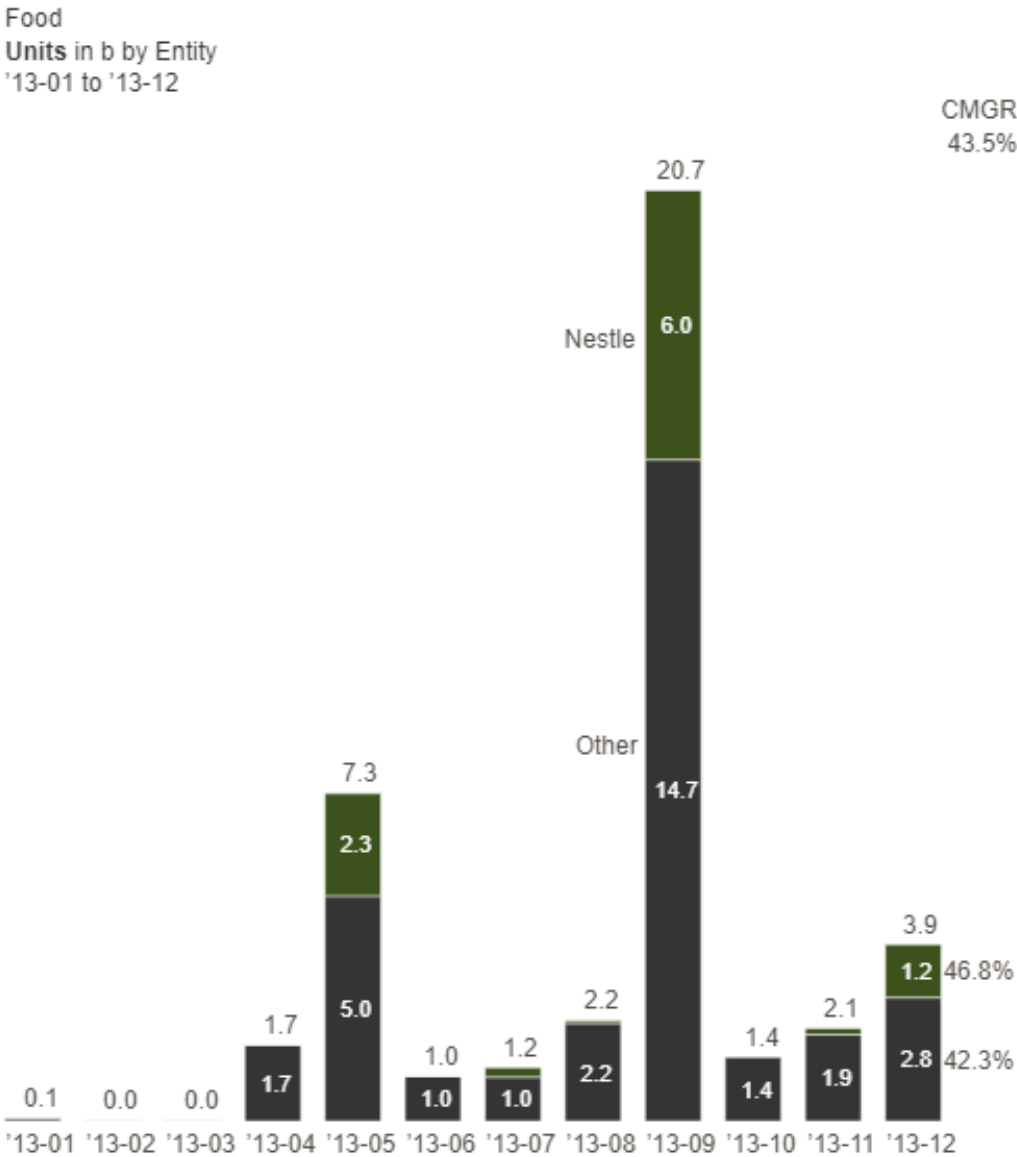
The business achieved a high CAGR of 28.3% in sales by customer over the year, despite significant monthly fluctuations. Sales peaked in September at $97.7 billion and were lowest in February at $40.8 million. The end of the year saw a noticeable increase from October to December, possibly related to holiday season sales or end-of-year promotions.
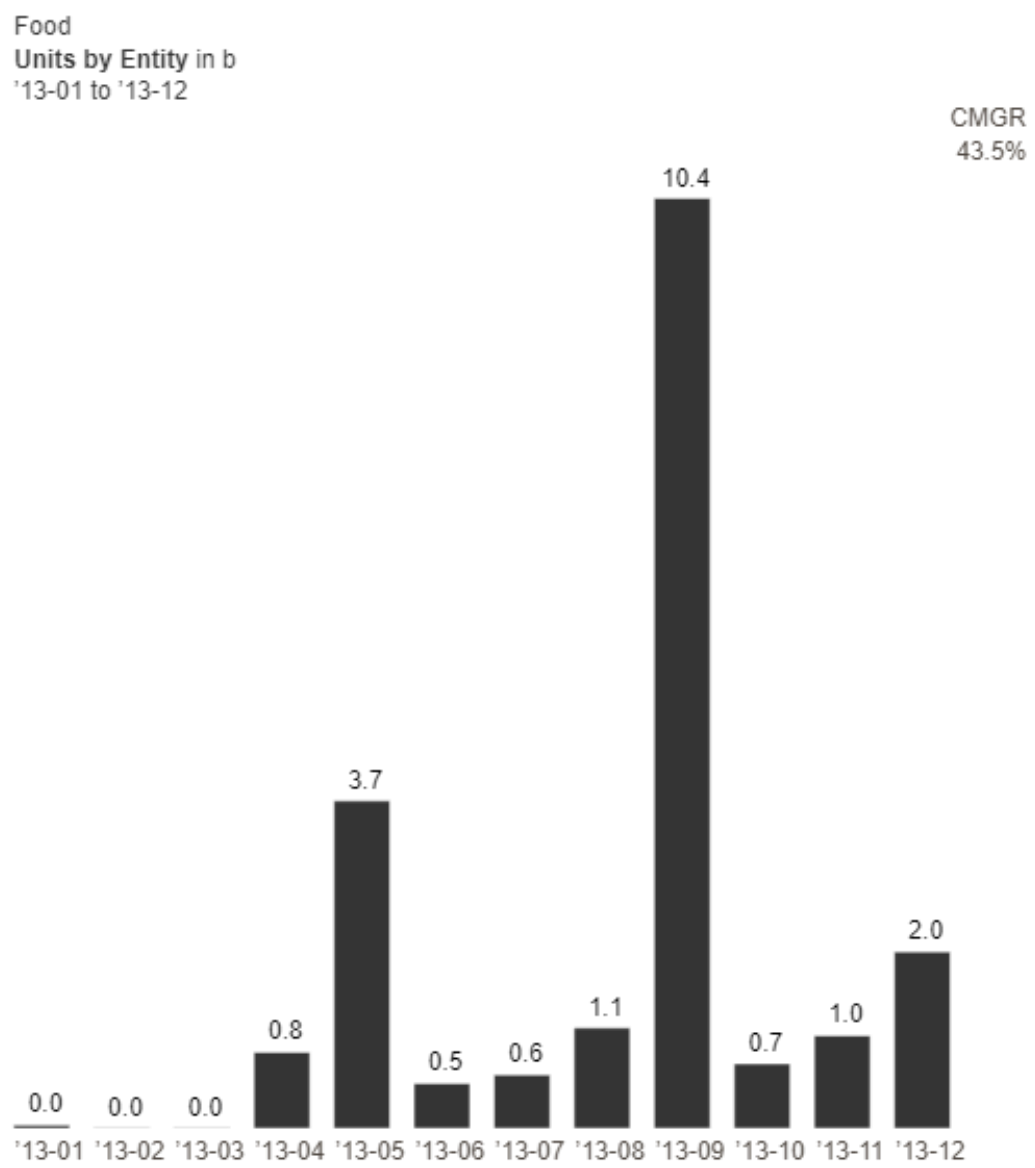
Food
Sales by Customer in bUSD
'13-01 to '13-12

CMGR
28.3%

'13-01	'13-02	'13-03	'13-04	'13-05	'13-06	'13-07	'13-08	'13-09	'13-10	'13-11	'13-12
0.6	0.0	0.1	5.7	53.4	3.6	5.0	14.6	97.7	6.8	9.1	10.0

Unit prices fluctuated significantly, peaking at $8.63 in January and dropping to $3.34 in April. Units sold were highest in September at 20.7 million and lowest in February at 9.4 million. The inverse relationship between price and sales in some months suggests price sensitivity. Both unit price and sales increased towards year-end, potentially due to higher holiday demand.

Food
Bars: **Unit Price** in USD. Line: **Units** in b
'13-01 to '13-12
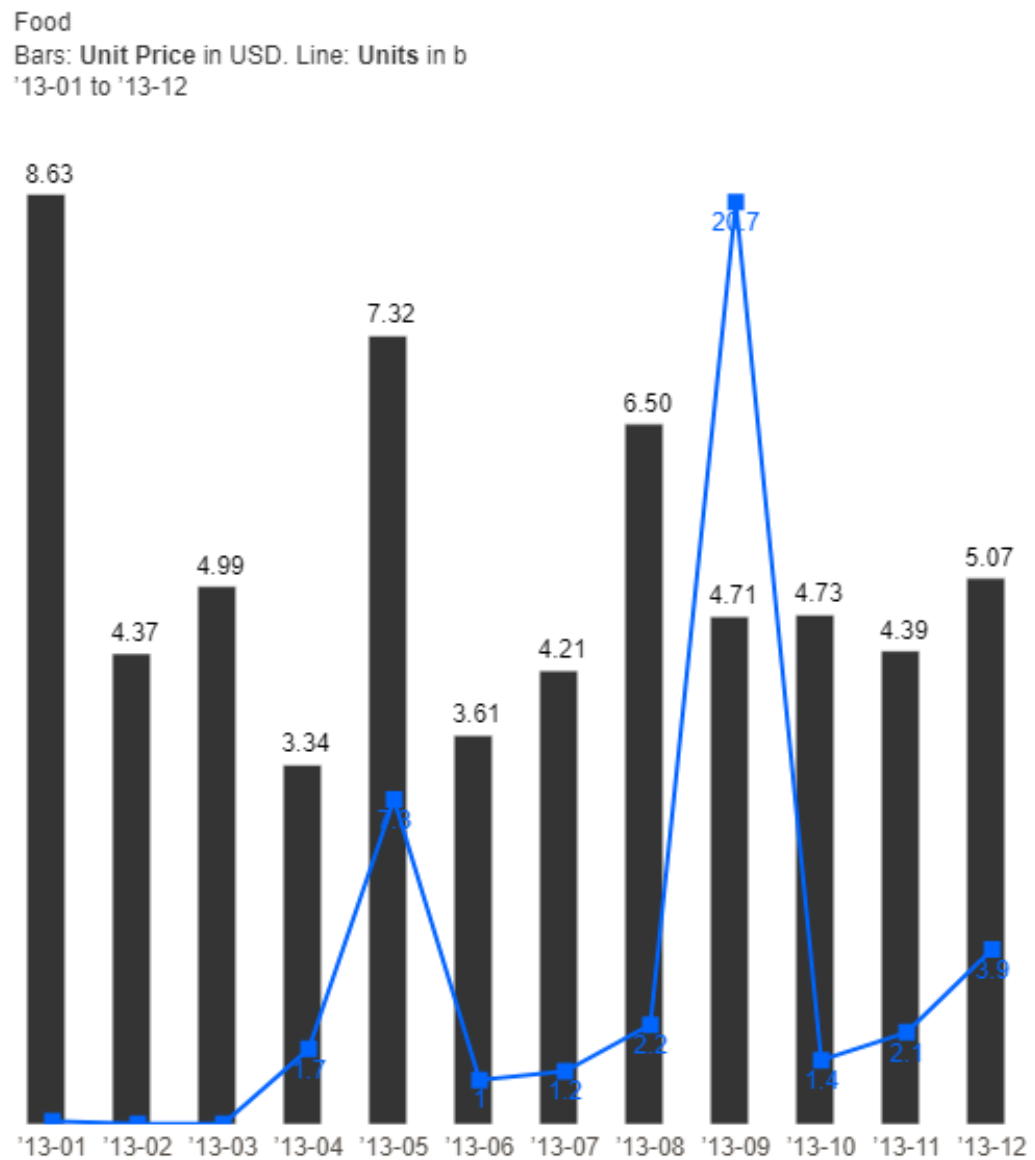
Nestle and Other both saw strong growth in units sold, with Nestle at a 46.8% CAGR and Other at 42.3%. Other generally had higher sales volumes, but Nestle nearly matched them in May. Sales fluctuated significantly for both, peaking in May for Nestle and September for both, possibly due to seasonality or specific market activities. December was a particularly strong month to close out the year.

Food
Units in b by Entity
'13-01 to '13-12

CMGR
43.5%

	'13-01	'13-02	'13-03	'13-04	'13-05	'13-06	'13-07	'13-08	'13-09	'13-10	'13-11	'13-12
Total	0.1	0.0	0.0	1.7	7.3	1.0	1.2	2.2	20.7	1.4	2.1	3.9
Nestle					2.3				6.0			1.2
Other				1.7	5.0	1.0	1.0	2.2	14.7	1.4	1.9	2.8

Nestle 46.8%
Other 42.3%

The business saw 43.5% CAGR growth in units processed over the year. But there were big monthly swings, with huge spikes of 3.7 billion units in May and 10.4 billion in September. February had the lowest at 4.7 million, while September was the highest. The last quarter showed a steady rise, pointing to possible seasonal demand or year-end positioning.
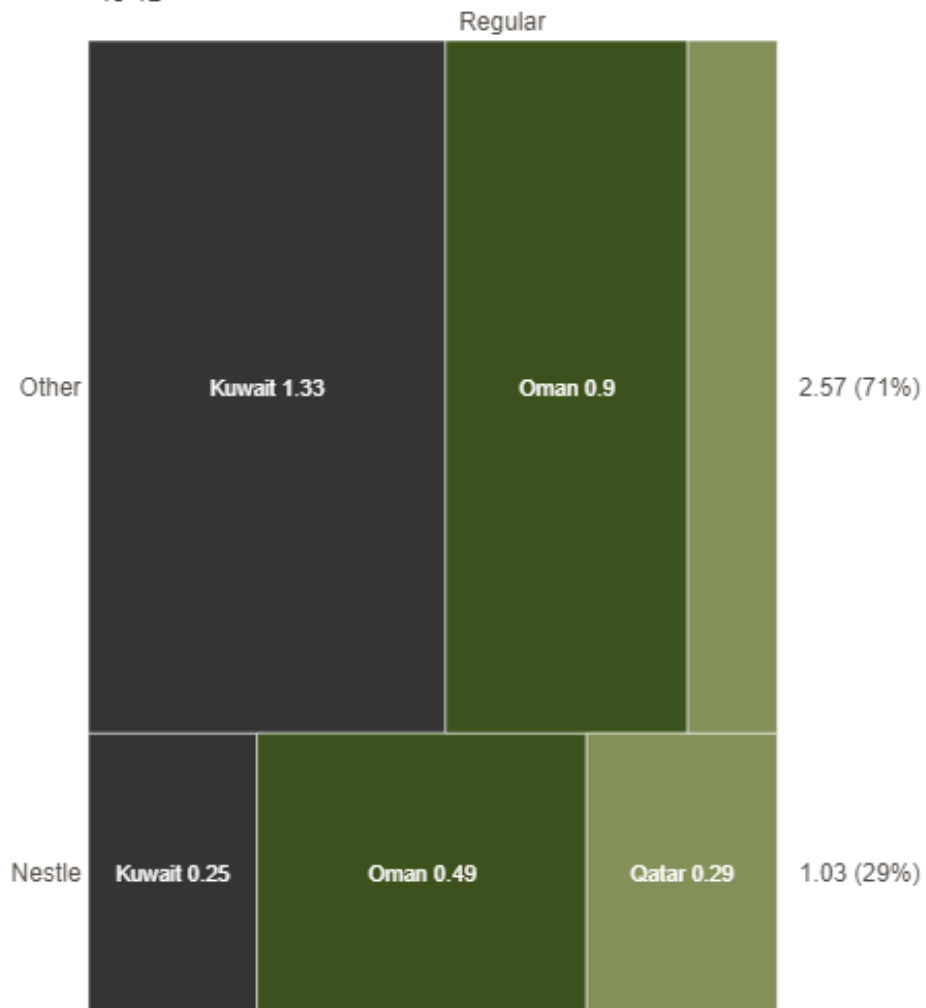
Food
Units by Entity in b
'13-01 to '13-12

CMGR
43.5%

'13-01	'13-02	'13-03	'13-04	'13-05	'13-06	'13-07	'13-08	'13-09	'13-10	'13-11	'13-12
0.0	0.0	0.0	0.8	3.7	0.5	0.6	1.1	10.4	0.7	1.0	2.0

Executive summary
Index
At a glance
Sales breakdown
Data insights
Trends
Backup

Food
Units in b by Status, Entity and Country
'13-12

Regular

| Other | Kuwait 1.33 | Oman 0.9 | | 2.57 (71%) |

| Nestle | Kuwait 0.25 | Oman 0.49 | Qatar 0.29 | 1.03 (29%) |

Promotion

| Other | Qatar 0.05 | Kuwait 0.12 | | 0.19 (56%) |
| Nestle | Qatar 0.14 | | | 0.15 (44%) |

Food
Sales Growth Rate in USD by Entity
'13-12

Nestle ████████████████████████████████████ 918%

Other ██ 43%

Average ████ 119%

Food
Sales Growth Rate in USD by Status and Entity
'13-12

Regular

Nestle	909%
Other	41%

Promotion

Nestle	1187%
Other	71%

Food
Units Growth Rate by Entity
'13-12

Nestle ██ 762%

Other ████ 43%

Average ██████ 90%

Food
Units Growth Rate by Status and Entity
'13-12
                                    Regular   Promotion

Nestle   ████████████ 683%   Nestle   ████████████████████████████ 2793%

Other   ▌ 49%   Other -8% │

Food
Sales in bUSD by Entity and Country
'13-12

	Kuwait	Oman	Qatar	Total **19.9**
Other	5.8	4.4	1.7	11.9 (60%)
Nestle	1.5	4.7	1.9	8.1 (40%)
	7.2 (36%)	9.1 (46%)	3.6 (18%)	
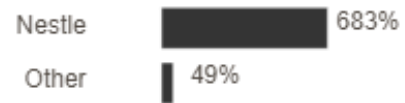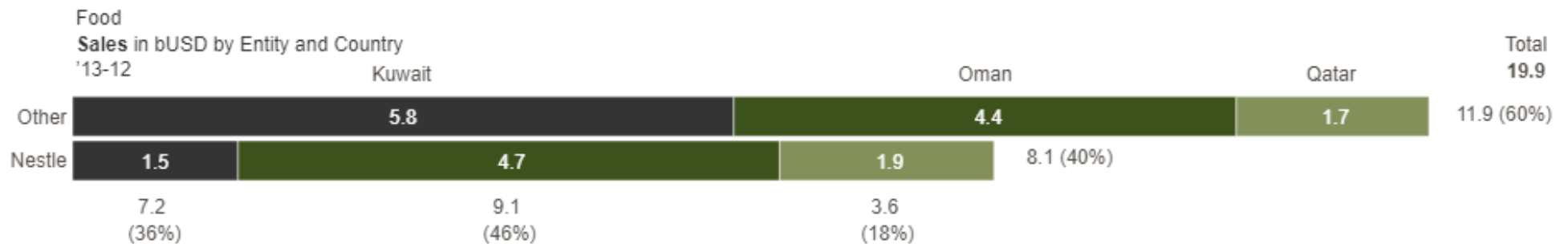
Food
Sales in bUSD by Status, Entity and Country
'13-12

Regular

Promotion

Other | Kuwait 5.2 | Oman 4.3 | 11.0 (59%)

Nestle | Oman 4.7 | 7.7 (41%)

Other | 0.8 (71%)

Nestle | 0.3 (29%)
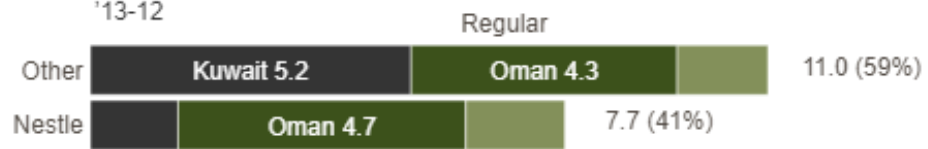
Food
Bar length: **Unit Price** in USD by Entity. Bar width: **Units** in b. Bar area: **Sales** in bUSD
'13-12

Units (3.9)	Sales (19.9)	Unit Price (5.1)
Nestle 1.2	8.1	6.8
Other 2.8	11.9	4.3

Food
Bar length: **Unit Price** in USD by Status and Entity. Bar width: **Units** in m. Bar area: **Sales** in mUSD
'13-12

Regular   Promotion
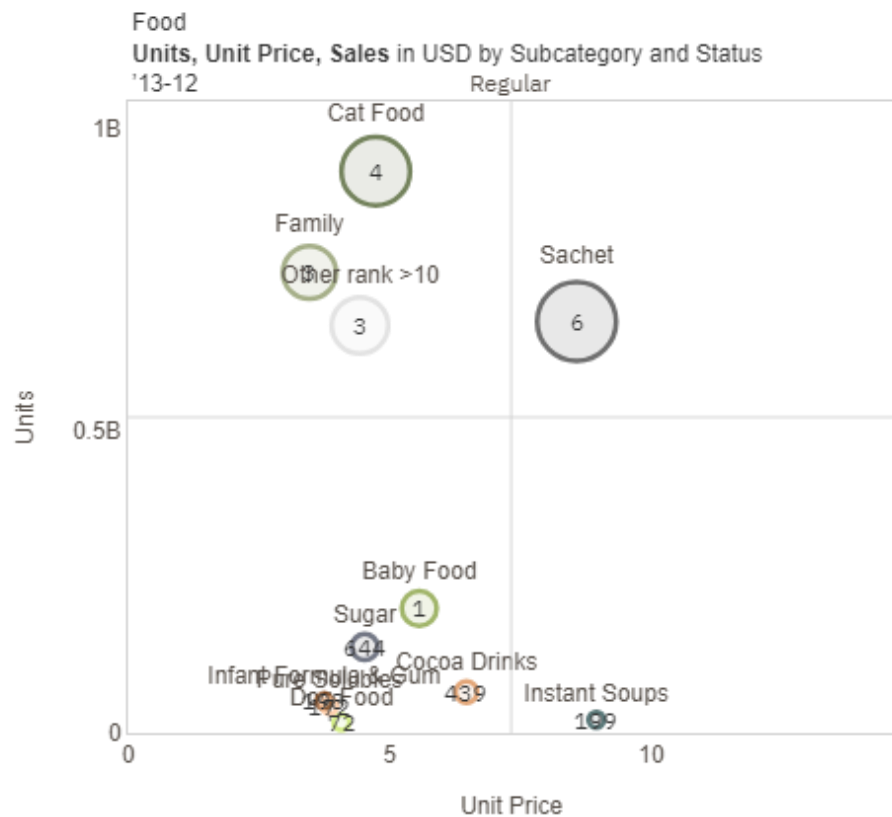
Nestle 1.0   7.7   7.5

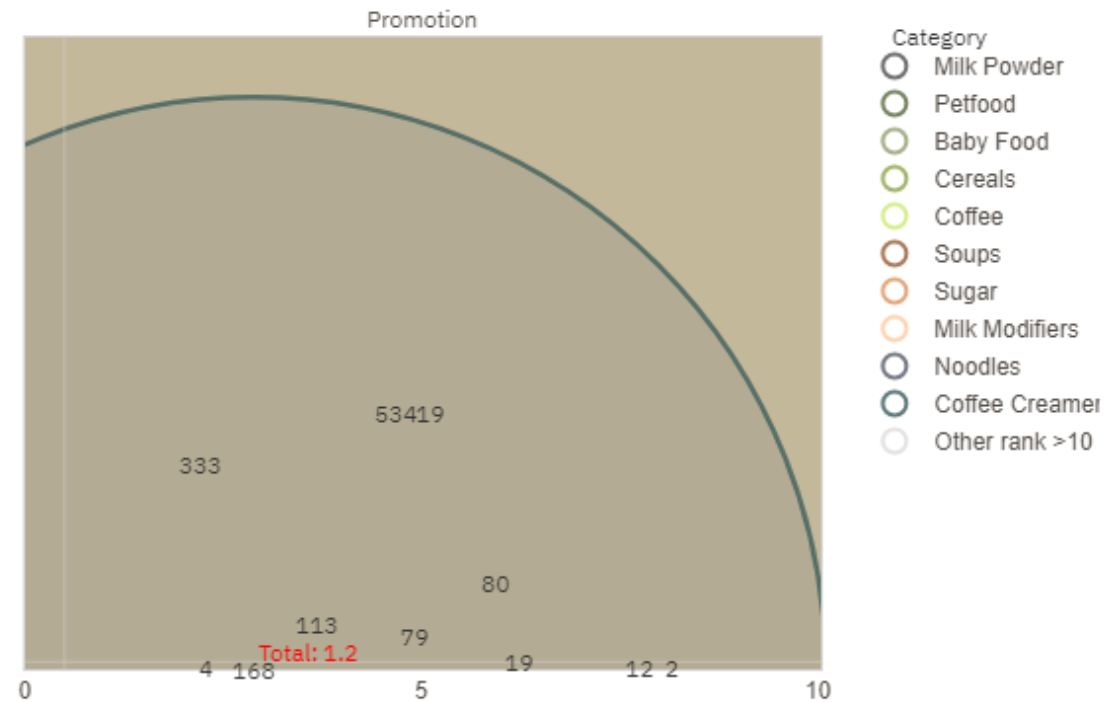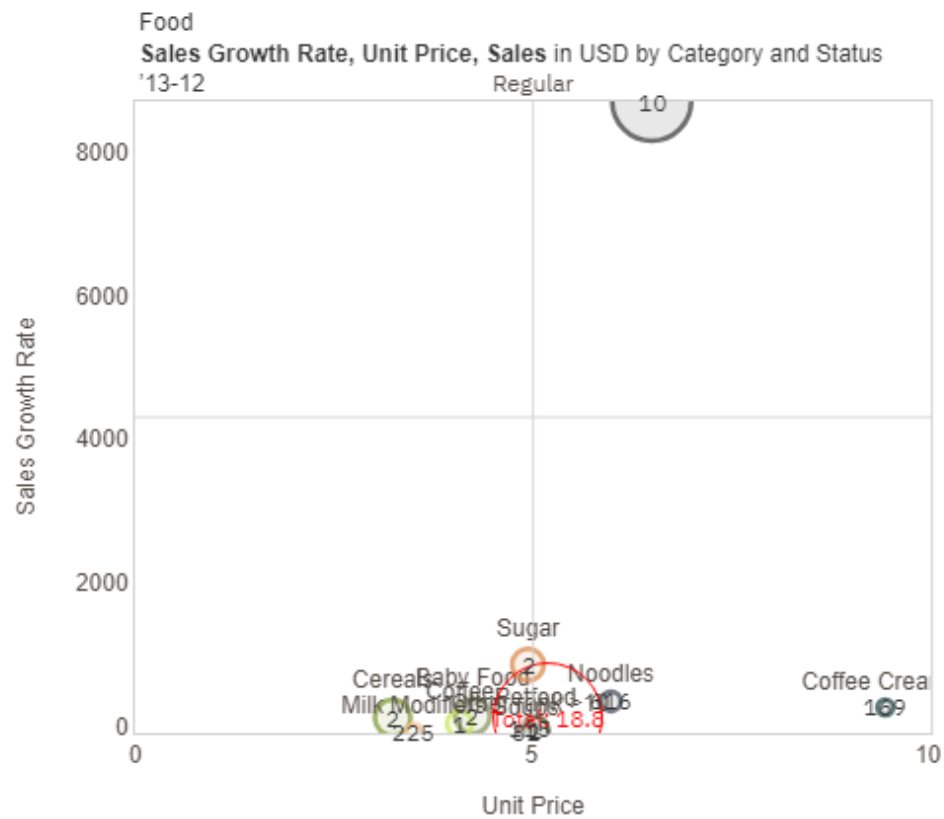Other 2.6   11.0   4.3

Other 188   848   0
Nestle 147   346   0

Food
Units, Unit Price, Sales in USD by Subcategory and Status

'13-12

Regular

Promotion

Subcategory
- ○ Sachet
- ○ Cat Food
- ○ Family
- ○ Baby Food
- ○ Dog Food
- ○ Infant Formula & Gum
- ○ Cocoa Drinks
- ○ Pure Solubles
- ○ Sugar
- ○ Instant Soups
- ○ Other rank >10

Food
Sales Growth Rate, Unit Price, Sales in USD by Category and Status

'13-12   Regular

Sales Growth Rate

8000

6000

4000

2000

Sugar

Cereals Baby Food Noodles
Milk Modifiers Soups Coffee Crea
Competiped 116
225   Total: 18.8
169

0   5   10
Unit Price

Promotion

53419
333
80
113   79
19
4   168   Total: 1.2   12 2

0   5   10

Category
Milk Powder
Petfood
Baby Food
Cereals
Coffee
Soups
Sugar
Milk Modifiers
Noodles
Coffee Creamer
Other rank >10

Food
Units, Unit Price, Sales in USD aggregated by Subcategory and Status

'13-12   Regular

Units

1B

Cat Food

Family

Sachet

0.5B

5

4

2

Baby Food

Sugar
Iced Coffee
Clear Soups
Adult Drinks
Infant Formula & Gum
Baby Food
Flavoured Drinks

1

0

0   5   10   15   20

Unit Price

Promotion

Cup/bowl
Infant Formula & Gum

Sachet

Healthy

0   5   10   15   20

Food
Units, Unit Price Change aggregated by Category
'13-12

Food

Units, Unit Price Change aggregated by Category and Status

'13-12

Regular / Promotion

Units axis: 1.5B, 1B, 0.5B, 0

Unit Price Change axis: 0, 50, 100

Labels: Milk Powder, Cereals, Baby Food, Sugar, Coffee, Petfood, Milk Modifiers, Noodles, Steaks, Cocktail, Ketchup, Pudding, Coffee, Creamer, Scm
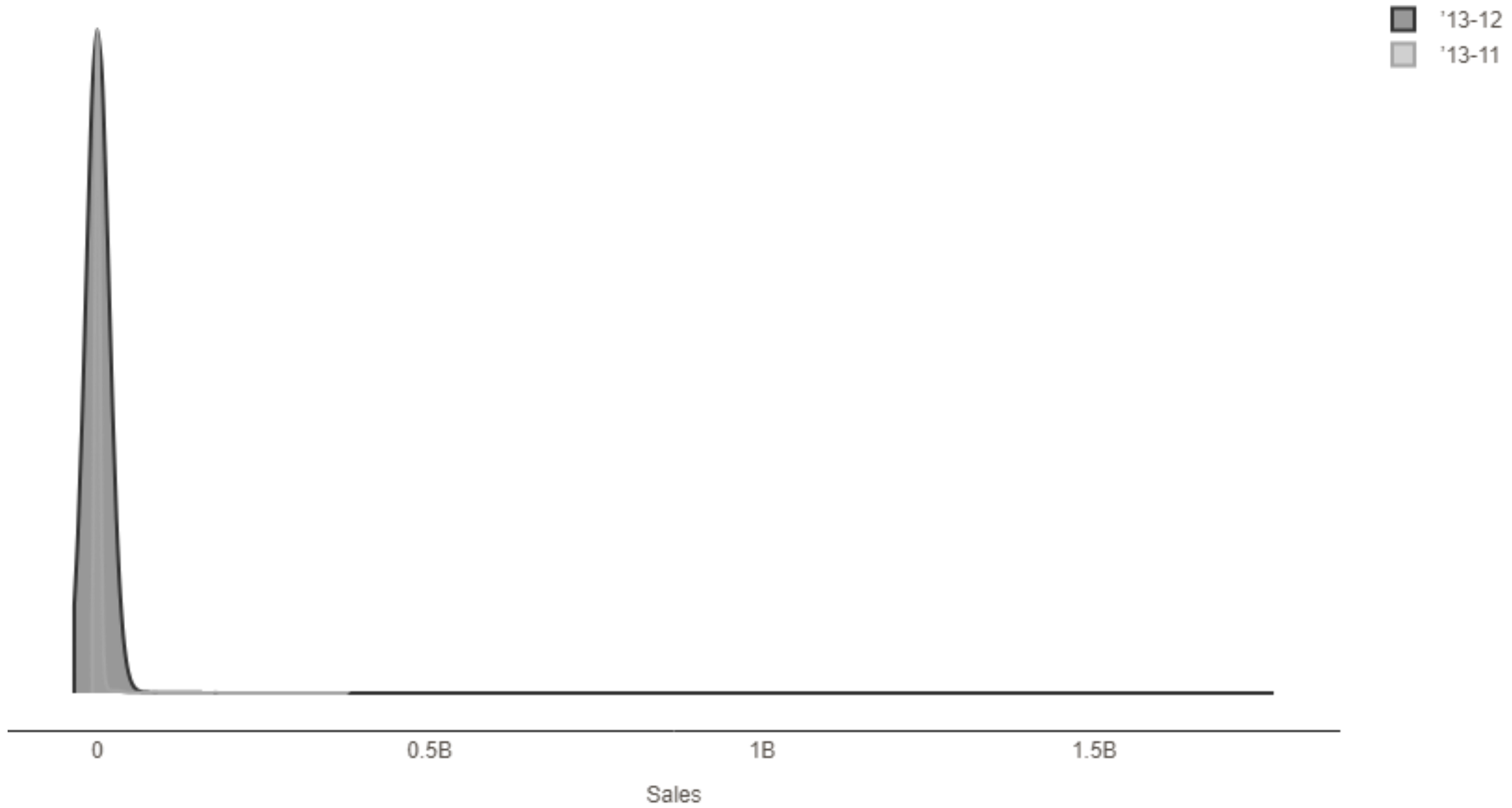
Food
Unit Price in USD, by observation
'13-11 vs '13-12

Food
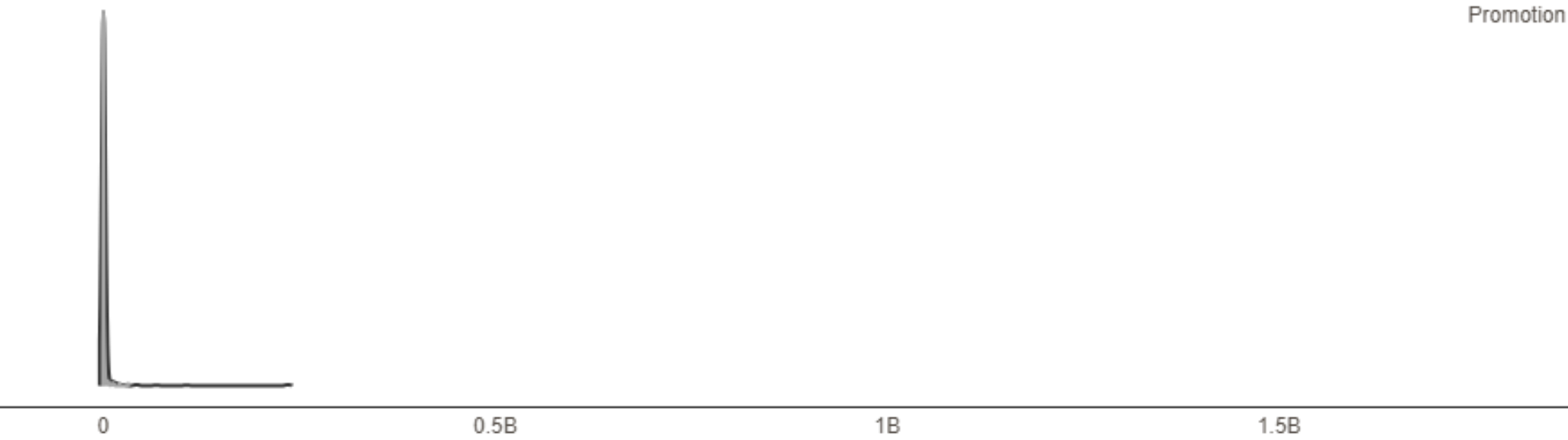**Unit Price** in USD, by observation by Status
'13-11 vs '13-12

Regular

'13-12
'13-11

Promotion

Unit Price

Food
Sales in USD, by observation
'13-11 vs '13-12

'13-12
'13-11

0   0.5B   1B   1.5B

Sales

Food
Sales in USD, by observation by Status
'13-11 vs '13-12

Regular

'13-12
'13-11

0   0.5B   1B   1.5B

Promotion

0   0.5B   1B   1.5B

Sales