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## The Pandemic Intern of Nestlé USA

Brenna Rose Beck

*University of Arkansas, Fayetteville*

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**The Pandemic Intern of Nestlé USA**

**by**

**Brenna Rose Beck**

**Advisor: Dr. Molly Rapert**

**An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of  
Science in International Business in Marketing  
Sam M. Walton College of Business  
University of Arkansas  
Fayetteville, Arkansas**

**May 8, 2021**

## Table of Contents:

Introduction.....	4
Nestlé USA Intern Self Evaluation.....	7
Output.....	8
Communication.....	8
Growth.....	9
Workstyles.....	10
Company Values.....	11
Weekly Reviews.....	13
Introduction.....	13
Overview of Internship Table.....	13
Week 1.....	14
Key Takeaways & Reflection.....	15
Week 2.....	15
Key Takeaways & Reflection.....	16
Week 3.....	16
Key Takeaways & Reflection.....	17
Week 4.....	18
Key Takeaways & Reflection.....	19
Week 5.....	20
Key Takeaways & Reflection.....	20
Week 6.....	21
Key Takeaways & Reflection.....	22

Week 7.....	23
Key Takeaways & Reflection.....	24
Week 8.....	24
Key Takeaways & Reflection.....	25
Week 9.....	26
Key Takeaways & Reflection.....	27
Week 10.....	29
Key Takeaways & Reflection.....	30
5 Recommendations for Future Interns.....	32
Conclusion.....	33
Works Cited.....	34
Appendix.....	35

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## **Introduction:**

Over the summer of 2020, I had the privilege to intern with Nestlé USA (NUSA), a sector of the multinational food and beverage processing conglomerate corporation that is headquartered in Vevey, Switzerland. As of 2014, Nestlé is known as the largest food and beverage company in the entire world. Over the course of ten weeks, I was able to learn from an immense number of opportunities that were available to me while working for this corporation. Nestlé was founded in 1866 by Henri Nestlé, originally as the Anglo-Swiss Condensed Milk Company that was aimed towards leveraging a safe, long shelf-life alternative to fresh milk. From 1866 onward, Nestlé has changed and grown immensely alongside their consumer base. From the perspective of Nestlé's current CEOs, Nestlé's goals and future aspirations are defined in a letter to their shareholders.

*“Nestlé is the Good food, Good life company. We believe in the power of food to enhance quality of life. We constantly explore and aim to push the boundaries of what is possible with food, beverage and nutritional health solutions to contribute to a healthier future. We focus on making a difference to the lives of people and pets, on protecting and enhancing the environment, and on generating value for our shareholders and other stakeholders alike.”*

*“We continue to make progress on our value creation model based on a balanced pursuit of top-line and bottom-line growth with capital efficiency.”*

*“Our ability to continuously deliver profitable growth demonstrates the consistency and dependability of our company. We achieve this by:*

- *Maintaining our strategic focus*
- *Investing for the long term*
- *Driving innovation*
- *Enhancing our digital capabilities*

*“We believe that our company can only be successful in the long term by creating value both for our shareholders and for society.”*

As the world was struck by the global pandemic of COVID-19, businesses were put to the test during a time of immense uncertainty. The employees of Nestlé, such as myself, were not only aware of the need to realign their prioritization strategies within the scope of the pandemic, but they were also guided through a virtual format to ensure that they were still able to fulfill the needs of the company and consumers. In the Nestlé 2020 Annual Report, Mark Schneider, the current CEO of Nestlé, outlined the company's response to the pandemic through demonstrating dependability and agility.

*“2020 was a challenging year. COVID-19 severely impacted every aspect of our lives and created much uncertainty. At Nestlé, we responded immediately and with clear priorities by putting measures in place to keep our employees safe; by ensuring supply of*

*essential food and beverages to consumers; by caring for our communities and providing financial and in-kind support to our business partners.”*

*“While the COVID-19 crisis has caused volatility, we made further progress on our value creation model based on a balanced pursuit of top-line and bottom-line growth with capital efficiency. Highlights include:*

- ***Organic growth** reached 3.6%, with real internal growth of 3.2% and pricing of 0.4%. Growth was supported by strong momentum in the Americas, Purina PetCare and Nestlé Health Science.*
- *Foreign exchange reduced sales by 7.9% due to the continued appreciation of the Swiss franc against most currencies. Divestures had a negative impact of 4.6%. As a result, **total reported sales** decreased by 8.9% to CHF 84.3 billion (2019: CHF 92.6 billion).*
- ***Underlying trading operating profit (UTOP) margin** reached 17.7%, up 10 basis points on a reported basis and up 20 basis points in constant currency. The trading operating profit (TOP) margin increased by 210 basis points to 16.9% on a reported basis.*
- ***Underlying earnings per share** increased by 3.5% in constant currency and decreased by 4.5% on a reported basis to CHF 4.21. Earnings per share stayed unchanged at CHF 4.30 on a reported basis.*
- ***Free cash flow** reached CHF 10.2 billion, accounting for 12.1% of sales.*

*“Our results demonstrate the consistency and dependability of our company. Our resilience is based on the agility of our business and the strength of our diversified portfolio across geographies, product categories and channels. Our decentralized model enables our local teams to make quick decisions, act autonomously and respond with speed to rapid shifts in consumer needs and customer demands.”*

Although my experience at NUSA was not held in the environment in which I expected, at the Nestlé corporate office in Nashville, Tennessee, I believe that working alongside other employees during a very unprecedented time was what grew me as a professional more than anything else. Not only did my peers at Nestlé work towards offering their product selection to their customer base as fast as possible in terms of their supply chain operations, but Nestlé as a global corporation also ensured that they pushed their internal efforts to meet the needs of their own employees. COVID-19 has impacted every single individual on the planet in one way, shape, or form, and Nestlé as an organization recognized that. Throughout the pandemic, the company pushed to meet the needs of their consumers before anything else and re-strategized all sides of their business in order to do so.

Throughout my ten weeks at NUSA, I was delegated to be an intern with the Strategic Growth Channel (SGC) Value Team located in Nashville, Tennessee. Rather than relocating to this office, we leveraged all forms of technology to work from home by using Microsoft Teams to meet virtually on a daily basis. As an intern, I was asked to gain exposure to all sides of the Dollar Channel, which included retailers such as Dollar General (DG), Family Dollar, and Dollar Tree. At the end of my ten weeks, I was asked to compose a final presentation based on the channel that I was located in and to apply myself to a business problem that needed an effective

solution. During my time with the Value Channel, I worked specifically with DG by following a category account manager (CAM), Chuck Leuck, a category account assistant (CAA), Jeff McGlade, and a team leader of the value channel, Andrea Campbell. Throughout my time at Nestlé USA, I was able to understand the scope of what it means to be consumer-oriented: doing business with retailers does not always have to be positioned towards leveraging profit for Nestlé themselves, but rather to help build deeper relationships with the retailers, such as DG, that we work with.

When considering various ideas for my final project, I decided to gear my presentation towards DG's Better-For-You (BFY) set, which was created to supply healthier food and beverage products at lower prices for all types of consumers. Health and wellness have become extremely prominent in our society overall. Therefore, it is essential to ensure that individuals of all income levels are able to access such products to better our society's well-being.

When working on my project, I continued to find barriers within various tasks that needed to be combatted to ensure the success of my final internship presentation. As a result, I effectively pivoted both my slide deck and my production methods towards maximum effectiveness. I believe that something I have learned over my time at Nestlé USA that has impacted me greatly is the notion of never being "finished". Some tasks at hand, such as my presentation, will always have room for improvement. I have confidence in expressing my openness to receiving feedback, especially because I have made the best adjustments to my presentation from the advice of others.

Throughout constructing and realigning my final project towards meeting the consumer and creating value, I was able to understand the value of advice from others and take a deeper dive into what the ways of winning really mean. The ways of winning are four key drivers that motivate Nestlé's employee base to embrace disruption, leverage innovation, and become greater leaders. These four key drivers were introduced as a new way to lead by NUSA's CEO, Steve Presley, and they are used as reminders for all employees when carrying out an array of tasks.

I have learned the importance of being able to relentlessly evolve by staying agile when receiving recommended adjustments for my presentation and making sure that I maximize my efforts towards driving success with these new alterations. Agility really does align well with the importance of speed. When working with a retailer that is not as quick to jump on new trends, it is important to prioritize the need for growth and future success in both the short-term and the long-term, specifically pertaining to DG's BFY set. Through extensive research, it is clear that DG has not found their "sweet spot" with providing healthier options to their shopper base and they need to act quickly to ensure that their endeavors with BFY do not fail.

On my end, I dedicated my time to take initiative by driving progress within various tasks in order to make sure that the adjustments I make (e.g., final presentation) are the right way to approach a setback and are able to be delivered to my mentors quickly. Collaboration has become an essential component of my career at NUSA, both within and outside of the value team. When looking back on the first rough draft of my presentation, I like to laugh because it was nowhere near where it is today. I would not be able to develop as a professional without the influence of others and would not have been exposed to feedback that really drove the final presentation to look like how it does today. Although I have been the one to research and analyze the various factors of the project and create the slide deck myself, the presentation is a representation of a team effort. Every individual who I have interacted with during my internship has, in some way, contributed to this presentation and my professional improvement.

Courage is something that has been present for the entire duration of the internship program. Courage is obviously used towards presenting a project to the SLT, but it is also used within day-to-day tasks. Courage is trying to connect with other members of the organization to expand your network, even if you have never met any of them in person. Courage is presenting various ideas that may not turn out as the best solution to implement, and courage is admitting when you are wrong, learning from it, and then moving on from it to find a better approach to the situation. All four of the ways of winning do not only promote success, but also promote improvement; this is the most important thing overall. When reflecting on my internship at NUSA, I am filled with gratitude to know that I started my professional career with an organization that has built a foundation within me, consisting of speed, agility, collaboration, and courage, that I will value for the rest of my career.

Throughout my internship, I became more aware of the wide range of opportunities that were offered by this global corporation. I was able to become familiar with the National Sales Development Program (NSDP) and how each role plays a factor into developing young professionals through foundational experience. I listened to many past NSDP individuals, as well as leaders within Nestlé Retail Sales (NRS) to understand the various opportunities within the program. I believe that this exposure to potential future endeavors has greatly influenced my time at NUSA as an intern. Not only have I had an amazing experience with this company, even in a virtual format, but I have also become extremely encouraged to grow professionally to try to further my future career path with NUSA post-graduation. Although I had received a little bit of exposure to what the NSDP program was about when I was interviewing for my internship, I believe that my expectations have been surpassed for the amount of effort NUSA exerts towards developing their members throughout the organization.

Not only have I seen growth as a priority for younger professionals, but it is also a priority for members all throughout the organization. I was able to pose questions about the experiences of others during their time at Nestlé during various networking opportunities and became aware of why so many have chosen to stay with the organization. Practically everyone who I communicated with expressed their appreciation for the ever-growing opportunities across various divisions and the exceptional workplace community that NUSA has to offer, which has influenced their professional career greatly. I believe that by seeing the amount of value that NUSA places within their newest talent base, like their interns, I am encouraged to look towards finding future endeavors to continue my professional career within this company.

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### **Nestlé USA Intern Evaluations:**

At the 5-week mark of the internship, all ten interns were each asked to create responses for an evaluation of our experience and tasks up to that point in time. In the advancing paragraphs, I have included my own personal responses that I wrote during the month of July to promote a description of the five key takeaways in relation to output, communication, growth, workstyles, and company values. These five key takeaways were given to me by NUSA to consider and reflect on my progress in the internship, which encompasses my start date on June 1<sup>st</sup> to July 14<sup>th</sup>. I have provided the description of each of the five key themes that were defined by the Nestlé corporation to ensure the personal understanding of how I constructed my responses.

### **Output: Output can be measured in the context of productivity**

*“Assessing in areas such as multitasking, prioritization, and keeping your team informed about current work status. Intern, please describe the baseline expectations for work output that your manager has provided you. Expectations can include ability to stick to deadlines, quality of work produced, resourcefulness, and ability to problem-solve.”*

Over the course of the internship, Chuck Leuck (manager), Andrea Campbell (team lead), and I have established expectations for myself to work towards on my own time as well as expectations during times of collaboration with others. For the first two weeks of the internship, expectations were set towards integration techniques, setting a base understanding of the company and value team, gaining knowledge towards accessing consumer insights (Kantar, Datassentials, NSO Connect), and two data platforms (1010Data, IRI) to utilize within my project research. I was also expected to delve into the ins and outs of the Dollar Channel, DG, and DG's BFY set. This research gave me a great understanding of how unique this channel and retailer truly is as well as what insights I should utilize to ensure success for my project.

As a resource, I walked through eight DG stores to have a hands-on experience with the BFY POG, gain a better understanding of what the various DG formats look like in person, and learn which of our Nestlé products are displayed according to these formats. My manager (Chuck Leuck), buddy (Jeff McGlade), and team leader (Andrea Campbell), who guide me throughout my internship experience, all value simplicity and clear information for all work outputs, specifically within my project. All three individuals have given me great feedback opportunities which have allowed me to tailor my project rough draft in the right direction upon completion. My project has a great number of problem-solving capabilities embedded into it, which really allows me to strategize multiple outcomes and solutions towards what I want to produce. Through the ways of winning, I have prioritized agility and collaboration to produce an effective and realistic approach to integrate a new Nestlé product into the BFY set.

After much research and the collaboration of others, I have chosen to gear my project towards integrating Chameleon Cold Brew into the health and wellness set. One of the biggest things that I have noticed is the set expectation of individualism. I have had a lot of "alone time" over the past week, where I was able to problem-solve, research, and output a great amount of my project on my own time. This sense of a "hands-off" approach really contributed greatly towards my work ethic, because even though I was not required to be on a call, I prioritized how to use this time wisely through setting up calls with others and working towards a final product for my project. The expectations that my team has set of me has ensured that my work has a quality outcome with utilizing essential resources, project checkpoints to guarantee my ability to meet the deadline, and collaboration of others of various channels and divisions in NUSA.

### **Communication: Communication skills, both written and verbal, are paramount to any professional career**

*“Virtual communication assessment can focus on the timely response to messages, preparation and timeliness for scheduled calls, and calendar management. Intern, please describe how you, your manager and team communicate, along with the value the communication has provided you.”*

There will always be a slight communication barrier between a virtual format and an in-person format, however, the Value Team has done a great job with ensuring that I understand what calls I should take part in, and how I should manage my tasks outside of MS Teams on my own time. My manager, Chuck Leuck, has actively scheduled virtual sessions to check in throughout the week to make sure that I continue to prepare/ finish my tasks in a timely basis. Chuck, Andrea Campbell, and the Value Team as a whole love to get to know each other on a personal level through having Team Connect meetings on a bi-weekly basis. These meetings usually allow us to connect with each other and exchange fun stories, which makes the workplace even more light-hearted and fun. Andrea Campbell and I have one on one meetings on a weekly basis to discuss potential growth opportunities and circle back on my intern project.

Although I personally thrive with people in person, I believe that COVID-19 and the NUSA virtual internship has allowed myself to appreciate the power of technology and how it allows us to build relationships with others from any part of the world. Through accessing Microsoft Teams, I have had the ability to manage my calendar, connect with others, and organize my time management towards working on individual projects, as well as collaborating on other endeavors with my team. With having technology at my fingertips, I am able to respond to others quickly and efficiently. On my end, I have tried to set up times to communicate with others to expand my understanding of the company as a whole, including other interns, CCSD managers, and employees of various divisions. I have been able to ask questions to many individuals of various levels, including a few VPs, where I can get a feel for how powerful communication is verbally, even online.

Anything that you say reflects greatly on yourself as an individual in the workplace and giving a great first impression is paramount to my future success with the company. Even though I am not in an office, I am on calls with people that would not be in Nashville anyways, allowing me to reach out to others from anywhere in the country to access their knowledge and value their input towards making my internship experience better.

**Growth: Internships provide an opportunity to engage in substantial work that requires building important professional skills**

*“Interns, please provide a self-assessment in areas such as problem solving, professionalism, contribution (individual and in group activities), ability to innovate and improve, etc.”*

Professionalism has been a definition that I believe is greatly reflected within Nestlé’s culture. Although Nestlé "nice" is a real thing and people are always looking for ways to help give you the best intern experience, professionalism in the sense of communication skills, collaboration, and forward-thinking techniques are greatly important. Since we are on a virtual format, one's voice is now the most important component of creating a professional environment. When communicating with other employees of various positions, channels, and NUSA divisions, I try to give them the upmost respect when they are presenting or giving any insight towards bringing value to my internship experience. I try to demonstrate a sense of professionalism and forward-thinking techniques when asking questions during a networking meeting and taking notes to refer back to on a later date.

As a self-assessment for problem solving skills, I believe that my contribution towards my project with the BFY set has allowed myself to grow greatly when trying to find new ways to

strategize potential products into the set. Over the course of this past month, I have researched many topics surrounding the DG consumer, who is usually of a lower-income and living in rural areas in the USA. I have also analyzed health trends that are on the rise, which I have put towards finding ways to create products for DG consumers that will allow them to access food that consists of quality ingredients at a low price point. I have created over five different potential solutions for my project and have finally pinpointed the one that is the most realistic for NUSA to implement into their DG product selection.

Even though I came up with many potential new product ideas, I rationalized that during the time of COVID-19, NUSA needs to focus on core products that they already have in other retailers so we can see the most profitable growth in the company and DG. I have also contributed to my learning greatly by reaching out to other interns that are working with various retailers. I have created an "Intern Networking Meeting" series for the DG interns, Nathan Blume and I, to meet with other intern groups to discuss their own projects, and the experiences that they have had with their retailers.

Through taking that extra mile and building relationships with the sales interns across other channels, I have been able to gain the knowledge of what similarities and differences are implemented towards Nestlé's strategy with each retailer, rather than just having a knowledge base of the Value Channel. I am an extreme extrovert, and I love to create and build relationships with others, as well as learn from those relationships. Within group activities, I always try to make sure that I do not stay quiet and add value to the conversation when necessary. One factor that I believe that I should work towards improving is my ability to reconnect with other higher-level professionals in the company. Even though I have met various people across all divisions of NUSA, I believe that I should prioritize reconnecting with individuals who have a lot of insight towards my project and are able to give further guidance towards how I can manipulate my current project for future profitable success.

**Workstyles: It's important to understand that interns not only have to adapt to the culture of a virtual office, but also the virtual environment**

*"Intern please provide examples of when you have demonstrated the ability to see and communicate a different perspective, and when you have been able to effectively communicate the "why" behind decisions and ideas, and to collaborate/compromise."*

The ability to have a workplace upon a virtual format is a very interesting experience, especially since I never worked for a Fortune 500 company beforehand. In some ways, it makes the internship experience a little more challenging, and in other ways it is extremely rewarding and builds upon my technological capabilities. I did not originally know what to expect, but my expectations were blown out of the water when I realized how much effort NUSA and the Value Team has placed towards making my internship a great opportunity for personal growth and learning. COVID-19 has essentially pushed the entire world to rely on technology, within both a workplace setting and an academic setting as well, for college students. With having practice with the virtual environment on an academic standpoint before my internship with Nestlé, I started to understand the amount of value communication really had on building on current relationships as well as new relationships.

Since we do not have the ability to see various individuals in the workplace in-person, it is my responsibility to go the extra mile and set up meetings with various individuals when

necessary. I believe that persistence is a very valuable attribute in an intern, specifically in a virtual environment. My persistence has enabled me to think outside of the box and strategize new ways to connect with others in order to access new knowledge and capabilities to add to my personal skillset. I believe that we are extremely fortunate to have the ability to have technological solutions at our fingertips, because there is a never-ending realm of resources on the internet and on the NSO website. On my own time, I have tried to further my understanding of all of the resources that I have at my fingertips and aim to use them to strategize and manipulate my project towards success.

Through learning new platforms like 1010Data and IRI, technology has become an essential resource that contributes greatly to my capabilities in the virtual work environment. The virtual format has also allowed me to access individuals that I would not have been communicating with on a regular basis in the Brentwood, TN office, which I have been able to use to my advantage. Although I have had to compromise the benefits of in-person interactions as one would have in the office, I have tried to make the best out of the current situation and continually find new ways to make the intern experience even more beneficial to my personal growth. I believe that I have used the virtual format to my advantage through having access to various communication outlets, where I can set up meetings on my own with others that can help me generate new ideas and give opinions towards my decision-making process. The only downside of the virtual format is the inability to "read the room".

On Microsoft Teams, I have tried to pay attention towards the tone of voices during calls to give me a better understanding of when I should/shouldn't contribute to the discussion. When there are many people on the call, I try not to cut anybody off when they are speaking and use the "hand raise" icon frequently. I am one who takes notice to body language in person as one of my key strategies towards understanding the environment that I am in. Although this is a bit of a challenge, I am constantly adapting to my new workplace and am finding new ways to effectively understand the environment that I am in. For example, instead of reading body language in person, online I pay attention to voice inflections on-call in order to create a new way to "read the room" virtually.

**Company Values: Company values should be upheld by all employees including interns. Interns should be aware of the organization's core principles.**

*"Intern, provide an explanation of how you have demonstrated each of the four ways of winning: Speed, Agility, Collaboration, and Courage"*

The Ways of Winning are a compilation of four components that greatly contribute to finding our True North, the consumer. The four Ways of Winning acts as the basis to our company through assessing our actions through these entrepreneurship-oriented behaviors. Over the past month of my internship, I have truly gained an understanding of how I can personally contribute speed, agility, collaboration, and courage towards my various projects and utilize them as base values through every task I complete. Speed greatly contributes to adapting to deliver what the consumer wants, as fast as humanly possible. During COVID-19, NUSA has greatly represented their ability to exert speed into various segments of the company in order to meet the needs of the consumer during unprecedented circumstances.

On a personal level, I have greatly contributed to the effort of meeting the DG consumer's needs at a nutritional standpoint, specifically by pushing to integrate Nestlé products that would

benefit the DG consumer, and also drive more customers to the BFY set. I have also contributed to multiple DG Line Reviews, specifically with baking, and have watched how our sales value team made quick revisions to our proposal to reintegrate our products, meet the consumer's needs, and meet the demands of the retailer before any issues arose. As for agility, Nestlé pushes us to "relentlessly evolve" by disrupting ourselves and thinking of new ways to change and adapt to our consumers as they evolve themselves. With the DG retailer, I have pushed myself to push Nestlé to adapt and integrate their products in new sets, sets where you would normally not find Nestlé products as in the BFY set.

Even though we have Perrier represented within the BFY set, Nestlé has needed to find new ways to integrate health-oriented products to drive this set for the retailer and attract more "high-er" income shoppers to the store. Through this circumstance, I have been working towards finding a way to integrate a very health-trend oriented product, Chameleon Cold Brew, to the product selection. This product usually does not try to integrate themselves in retailers like DG, but rather focuses on natural food stores like Whole Foods. Since we, as NUSA, wish to break into different channels of the market with our current products, and DG wants to drive higher income shoppers to their various new formats, this opportunity can not only disrupt the status-quo, but also benefit both Nestlé and DG.

Collaboration is reflected greatly across all levels of Nestlé. Although we are present in so many channels, divisions, and even countries, we must break down these barriers that differentiate us and build upon the image of being one, very large team. Big successes are usually cross-functional, which really drives category growth in various segments of the company. On my end, collaboration has been a key component to my learning during my time at NUSA. I have constantly kept in mind that this company has allowed me to be a part of something bigger than myself, and through this opportunity, I can access the many people throughout the company that will contribute to my understanding of any category, division, or retailer that I am looking at. For example, I have made a great effort to seek advice towards my project from not only individuals of the value team, but various members of CCSO categories, other sales interns, and even VPs, that I can ultimately use as a second voice to guide my route to success.

I have also generated ideas for potential opportunities in the BFY set with individuals from supply chain, sales, marketing, and HR, which gives me a broader understanding of which opportunities would benefit not only the DG sales team, but other divisions as well. Problem-solving can be generated through one mind but refining the solution and tailoring it to a bigger execution to meet the customer's need will never come into fruition without the collaboration of others. Lastly, courage really relies on the risk-takers of the company. As a risk-taker myself, I drive myself to find new opportunities of growth through a fresh lens for not only my project, but for the bigger picture as well. Nestlé is "risk-acceptant" and encourages their employees to think outside the box, get creative, and execute their new solutions. This "decide and go" thinking has been present in my experience at Nestlé so far, even during my first day.

My project is oriented around integrating a new product into the BFY set, which could either be a product that already exists or the creation of a new product that we could create in the future. This amount of trust that Nestlé had with me right off of the bat as an intern really represented the amount of freedom, they give to their employees to constantly be thinking as they were entrepreneurs themselves. These high expectations drive high growth, and push employees, including myself, to do everything in their power to win.

### Weekly Reviews:

Throughout the ten-week sales intern program, Nestlé USA required all ten sales interns to submit weekly reviews on the Friday of every week to our delegated managers and sales leads – I was asked to submit mine to Andrea Campbell and Chuck Leuck of the SGC Value Channel – in order to provide explanations of each of our tasks for the week. Both my manager, Chuck Leuck, and team lead, Andrea Campbell, would then provide feedback to me towards any task that I completed and gave me direction towards how I should allocate my time in the advancing week. Through my ability to submit my weekly reviews by Friday at noon on a weekly basis, I was able to better distribute my time towards tasks that needed to be complete as well as receive feedback on the status of my project for my final presentation. Each weekly review is compartmentalized with three main takeaways of each week, as well as a written reflection that reviewed what I believed that I had done well that week, that I should do better next week, and the learnings of each week that I exhibited in comparison to the beginning of the internship.

**Table 1: Overview of Internship, Weekly Focus Activities**

<b>WEEK</b>	<b>DATE</b>	<b>FOCUS</b>
<b>1</b>	<b>6/1 – 6/5</b>	<ul style="list-style-type: none"> <li>• <b>Coffee-Mate 2021 Distribution Plan</b></li> <li>• <b>Dollar General RTD 2021 Growth Plans</b></li> <li>• <b>Dollar Channel Guide Research / Dollar General Customer Overview</b></li> </ul>
<b>2</b>	<b>6/8 – 6/12</b>	<ul style="list-style-type: none"> <li>• <b>1010Data BFY Consumption Report</b></li> <li>• <b>Kantar Consumer Insights Research</b></li> <li>• <b>Chameleon Cold Brew Meeting with Sean Staples</b></li> </ul>
<b>3</b>	<b>6/15 – 6/19</b>	<ul style="list-style-type: none"> <li>• <b>Refrigerated Line Review – Value Team</b></li> <li>• <b>Chameleon Cold Brew Research</b></li> <li>• <b>Networking Meeting: Doug Youngman</b></li> </ul>
<b>4</b>	<b>6/22 – 6/26</b>	<ul style="list-style-type: none"> <li>• <b>Family Dollar &amp; Dollar Tree Overview: Meredith Siegel</b></li> <li>• <b>1010 Data Power Hour: Taylor Triplett</b></li> <li>• <b>Supply Chain Overview - Value Channel</b></li> </ul>
<b>5</b>	<b>6/29 – 7/3</b>	<ul style="list-style-type: none"> <li>• <b>Final Presentation Reformatting</b></li> <li>• <b>Nestlé USA Intern Mid-way Assessment</b></li> <li>• <b>Intern Networking Meetings</b></li> </ul>
<b>6</b>	<b>7/6 – 7/10</b>	<ul style="list-style-type: none"> <li>• <b>Trending Snacking Habits</b></li> <li>• <b>COVID-19 Discussion with CEOs</b></li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Natural Channel Discussion with Jackie Borges</b></li> </ul>
7	7/13 – 7/17	<ul style="list-style-type: none"> <li>• <b>Open Mic Meeting with Jim Coyne (President of Sales for Nestlé USA)</b></li> <li>• <b>BFY Consumption Data of Current Set – Last 52 Weeks</b></li> <li>• <b>BFY Presentations</b></li> </ul>
8	7/20 – 7/24	<ul style="list-style-type: none"> <li>• <b>Strategic Planning Session – Beverages and MoneyBall</b></li> <li>• <b>NSDP Program Overview</b></li> <li>• <b>Division-Wide Product Analysis</b></li> </ul>
9	7/27 – 7/31	<ul style="list-style-type: none"> <li>• <b>Intern Virtual Field Day</b></li> <li>• <b>Final Presentation Mock Session</b></li> <li>• <b>Nestlé Campus Ambassador Program</b></li> </ul>
10	8/3 – 8/7	<ul style="list-style-type: none"> <li>• <b>Open Channel Campus Recruitment</b></li> <li>• <b>Final Presentation</b></li> <li>• <b>Thank you Letters / Final Goodbyes</b></li> </ul>

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### **Week 1: June 1<sup>st</sup> – June 5<sup>th</sup>, 2020**

#### **Main Takeaways:**

- **Takeaway #1: Coffee-mate 2021 Distribution Plan**
  - The importance of clarity through proposals to retailers (DG)
  - Product Diversity (specifically flavors) can generate a better outcome
  - Value Team proposal presentation strategy (gold, silver, bronze)
- **Takeaway #2: Dollar General RTD 2021 Growth Plans**
  - Deepened my understanding of DG store formats / “fresh initiative” approach
  - In depth explanation of strategy to gain shelf space / how Nesquik can become the top DG brand against competitors
  - Overview of the importance of DG’s expansion plans (more coolers / variations of POGs)
  - Have potential opportunity to further the RTD category for Nestlé products at DG
- **Takeaway #3: Dollar Channel Guide Research / Dollar General Customer Overview**
  - Provided an in-depth analysis of the Dollar Channel, the strategy and innovation of retailers, and a SWOT analysis of these retailers.
  - Gave a firm understanding of the retailer that I am working with & their background (DG specifically)

### **Week 1 Reflection:**

#### **1. What do you think you did well this week?**

What I believed I did well this week was take lots of handwritten notes over the course of the week and typed them into specific documents that pertained to specific categories: my project, Nestlé culture, intern expectations, RTD beverage exploration, and important contacts. Though it is week one, I have pushed myself to network with my new peers and asked thorough questions that would further my learning. I am beyond excited to be a part of the Nestlé team!

#### **2. What opportunities for improvement would you target for yourself next week?**

I hope to conduct further research towards my project, specifically through gaining insights on competing products in the BFY planograms. Specifically, I want to research within the dessert and beverage categories. I also want to reach out to a few people that work with Chameleon cold brew with other retailers, and gain insights towards how Chameleon Cold Brew could potentially enter the RTD coffee category at DG. I also hope to further my knowledge of Nestlé programs such as IRI, Price Point, and PowerBI, so I can utilize these resources accordingly!

#### **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

I have been looking forward to this internship since last October and have been delighted to start working alongside the Nestlé Value Team! It means a lot to see the uplifting corporate culture that Nestlé has is still present online! In this past week alone, I have extended my knowledge greatly within the Dollar Channel, and within the Coffee, Creamers, Beverages, and Baking categories. I also received my intern brief this week, which is such an incredible project that allows me to really tap into my creativity. I really have enjoyed being on calls with various employees of different levels and positions throughout the week. With the virtual format, I did not know what to expect prior to my first day. But I cannot express how much I am learning and connecting with others in just 5 days, and I cannot wait to further my knowledge across the remainder of the internship.

### **Week 2: June 8<sup>th</sup> – June 12<sup>th</sup>, 2020**

#### **Main Takeaways:**

- **Takeaway #1: 1010Data BFY Consumption Report**
  - This week I created a BFY consumption report that represents all SKUs in the “Feel Good Food” set within DG to analyze.
  - From these numbers, I was able to get a good grasp on which products were the top SKUs for this set in the present day. I took the top 20 SKUs within the set and analyzed them individually, including an analysis of their nutrition facts and nutritional attributes.
  - This gave me an overall understanding of what products we should look out for, and how we can use their current progress to create and tailor our own SKUs for success in BFY.
- **Takeaway #2: Kantar Consumer Insights Research**

- With the help of Crystal Pena, I was able to dive into consumer insights reports regarding the most important aspects of consumer behaviors changing, depending on demographics and generations.
- I was able to take a deep dive into the Dollar consumer and analyze how their tastes and preferences relate to health & wellness trends of consumers in other retailers, like Kroger.
- **Takeaway #3: Chameleon Cold Brew Meeting with Sean Staples**
  - Sean gave out great information regarding the position of Chameleon, and how they plan to shape its success in the future.
  - I was able to take the current evaluation of the product in different channels/retailers to generate ways that we could potentially integrate the Chameleon 11oz. can SKU into the BFY set for my proposal

### **Week 2 Reflection:**

#### **1. What do you think you did well this week?**

This week I really prioritized the progress that I am making on my intern project. I was able to contribute my learnings of the 1010Data and IRI platforms towards my project through compiling data, looking at trend reports, and evaluating potential opportunities for Nestlé in the BFY set. I also took my data from the generated consumption report to analyze SKUS, nutritional attributes of top SKUS, and create a rough draft for my final presentation. The final presentation consists of 5 analyses that I would like to touch on: the dollar channel, DG, the DG consumer, the current standings of the BFY category, current health trends, and category 1<sup>st</sup> recommendations. Apart from my project, I took it upon myself to take an Excel class on LinkedIn, so I can better my understanding of Pivot Tables, V-Lookups, etc.

#### **2. What opportunities for improvement would you target for yourself next week?**

Next week, I would like to improve upon my rough draft for my project by delving into my potential propositions. I have multiple product ideas and need to take a deeper dive into which proposals would be most beneficial to Nestlé, DG, and the consumer. I would also like to push myself to reach out to other interns within other channels and try to set up 1:1 calls with them. I believe that if I integrate myself into their intern experience, it would be extremely beneficial to my understanding and progress at Nestlé.

#### **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

This week, I have found that the people within this company strive to help others to achieve success. I have met with many individuals over the past week that have greatly contributed to my understanding of channels, retailers, products, and data platforms. All of these individuals also provided great opinions and information towards my project, which I contributed to my project outline.

### **Week 3: June 15<sup>th</sup> – June 19<sup>th</sup>, 2020**

#### **Main Takeaways:**

- **Takeaway #1: Refrigerated Line Review: Value Team**

- Nestlé’s category strategies similarly align with each other across different sets in the DG store. With refrigerated creamers, Nesquik, and cookie dough alike, we ultimately work to push our product to be the category leader.
  - Pillsbury has made things a little difficult for us since the recall in late 2019, where our product was pulled from DG. Obviously, many customers prefer Tollhouse, so we want to try as hard as we can to reintegrate ourselves into the category.
  - Pillsbury used a new marketing technique that labels their cookie dough as RTB (ready-to-bake), which is appealing to customers.
- **Takeaway #2: Chameleon Cold Brew Research**
    - Throughout this week, I have been able to greatly focus on my proposal for my BFY project and try to use Chameleon Cold Brew as my product.
    - Chameleon has shelf-stable cans that can be integrated into the set and includes more health benefits than any other coffee in the store, combined. Chameleon would be the only coffee SKU so far that meets the BFY requirements in the set, which can ultimately drive sales.
    - Really need to consider potential implications of shelf-stable cold brew, which is ultimately not cold. Will people still purchase for consumption at home with COVID? Or will they want something refrigerated?
  - **Takeaway #3: Networking Meeting: Doug Youngman**
    - Since I do not personally have a ton of experience in the pizza category, it was great to learn about the trends, advantages, and implications in the division across different channels.
    - I thought that it was insanely interesting that the pizza category’s main competitor was not Schwan’s but carry out delivery retailers. The “Big 4” include Dominos, Pizza Hut, Papa John’s, and Little Caesar’s.

### **Week 3 Reflection:**

#### **1. What do you think you did well this week?**

I really pushed myself to start crafting my proposal for Chameleon Cold Brew to be integrated into the BFY set. I learned a lot about the differences between health-oriented consumers, coffee-crazed consumers, and how these pertain to the DG consumer overall. I also worked towards crating graphics to make my presentation clean, simple, and to the point. I analyzed the Chameleon 11oz launch details and evaluated how we could integrate this new launch into our project. Chameleon does really well in natural grocers and club channels but tapping into the DG market would potentially promote growth for the brand, and for the BFY set as well.

#### **2. What opportunities for improvement would you target for yourself next week?**

I want to schedule more meetings with other NUSA employees to branch out and continue my learning. I think I mainly focused on my project this week, which is essential, but I think that listening to others in meetings is where I find the most growth. I would also like to reach out to my value team colleagues, like Taylor and Darrin, to give them an overview of my presentation so far and have a new set of eyes contribute to finding new

opportunities for graphics, layout, and essential information. Earlier this week, I set up a meeting with the Publix team interns, and it was great to get to know them on a personal level. I am striving to connect with other sales interns on various teams over the next couple of weeks so we can share our learnings with each other (already set up a Target intern & DG intern meeting for Monday).

### **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

This is my 4<sup>th</sup> week at Nestlé, which is crazy to think about! Time flies when you are having fun! This week was very independent-focused. I had a lot of time to work on my personal projects and had the ability to reach out to others when necessary. I think that NUSA has done a great job with the integration process of their interns, but also know how to give us opportunities to be trusted on our own. A lot of internships like to “hold one’s hand” throughout the time period but Nestlé places trust in their interns to succeed. I have learned so much over these past four weeks, between communicating with others, learning data platforms, and working with various projects/ line reviews. Nestlé and the Value Team have given me a lot of development opportunities that have contributed greatly to my progression into the work world. This gives me all of the more reason to strive for growth, success, and hopefully a full-time position in the future.

## **Week 4: June 22<sup>nd</sup> – June 26<sup>th</sup>**

### **Main Takeaways:**

- **Takeaway #1: Family Dollar & Dollar Tree Overview: Meredith Siegel**
  - Meredith reviewed a presentation that provided extensive knowledge towards the dollar channel as a whole, and Family Dollar & Dollar Tree
  - Discussed the differences in shopper demographics between Dollar Tree, Family Dollar, & DG, and how those differences contribute to their strategies
  - Meredith used to work with PL Brands, specifically Clover Valley and Good&Smart with DG. She gave great insight towards why consumers would choose brand-name labels over PLs, and vice versa.
- **Takeaway #2: 1010 Data Power Hour: Taylor Triplett**
  - Taylor and I spent time going over the most important reports within 1010 Data and how I could personally construct these reports to gather information about the BFY set.
  - We discussed the importance of finding answers to our questions and initiating our report construction with that specific question in mind. “We always will have the answer, but the most important factor is WHAT you want to find out, AKA the question”.
  - Taylor & I went over a presentation that she was working on and went through the steps of data interpretation. She implemented the storytelling strategy towards narrowing their focus on specific components of data.
- **Takeaway #3: Supply Chain Overview in the Value Channel**
  - Met with Tim Harms and Katy DiMuzio to understand their positions within NUSA and how supply chain plays a key role in the Dollar General strategy.

- They emphasized the importance of wanting to have a strategic partnership with DG in order to strategize and optimize our product position throughout the growth of DG
- We discussed the hardships of COVID19 with supply chain and how they chose to combat this fill-rate concern. They explained how DG has shifted to a CMI retailer and how that has contributed to our position in their stores.

#### **Week 4 Reflection:**

##### **1. What do you think you did well this week?**

This week, I strategically aligned my daily tasks with understanding the retailers within the Value Channel. I was able to individually meet with Meredith Siegel, who shared an immense amount of knowledge about both Family Dollar and Dollar Tree. Since I usually am working with the Dollar General team, it was extremely interesting to understand the differences of each of the dollar retailers, specifically in terms of how Family Dollar and Dollar Tree are now tied to one company. I also spent a lot of time with Taylor Triplett, who is practically an expert with pulling data trend reports on 1010Data's platform for Dollar General. I was able to spend my week pulling different reports to ensure that I understood how I could use this resource to my advantage for my final presentation. Overall, I believe that I have worked diligently to contact employees across multiple channels to broaden my knowledge of the company and the various technology resources that I have available at my fingertips.

##### **2. What opportunities for improvement would you target for yourself next week?**

After spending a ton of time working on different data platforms, such as 1010Data and IRI, I am going to push myself to prioritize using these programs to pull analytics that I can use in my final presentation. For example, I would like to pull trend reports regarding sales of the Last 52 weeks as well as YTD for every product that is included in Dollar General's BFY set. Unfortunately, these products are not able to be collectively pulled in one report, so I must leverage my Microsoft excel skills to ensure that I can place all of the products together into one reformatted report so I can streamline my data representations in my slide deck when I present my final presentation to the top-level executives of the company.

##### **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

Over the past week, I have been able to understand how important it is to leverage data analytics in a presentation to ensure that viewers are able to easily interpret the various dynamics in my presentation that I wish to express. Through being able to reach out to various individuals who work with Nestlé USA full time, I was able to gain a greater amount of exposure to each platform such as 1010Data, IRI, and Nielson, in order for me to review which products are known for their top sales in the BFY set, as well as interpret why each of the products who are not selling as quickly in stores are not meeting the needs of their consumer. Of course, I knew at the start of this internship that I would be able to grow as a professional immensely over the course of 10 weeks, but I am extremely proud of myself to have gained the experience and expertise in a matter of just a month!

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## Week 5: June 29<sup>th</sup> – July 3<sup>rd</sup>, 2020

### Main Takeaways:

- **Takeaway #1: Presentation Reformatting**
  - Although I had a lot of information to offer on my slides and did extensive research, I needed to learn how to value simplicity throughout my slides. My slide deck had many colors which was creative, but it did not get the point across
  - I transitioned my slides onto a new presentation and utilized graphics to represent information rather than sentences. I also prioritized slides for my proposal in the recommendation section and for the BFY analysis, and therefore deleted the majority of slides pertaining to the retailer.
  - It has been great to understand what techniques I should be using in the future when building slide decks in my internship, and in a full-time job as well.
- **Takeaway #2: Nestlé Midterm Intern Assessment**
  - This assessment allowed me to express all of the opportunities that I have had thus far at Nestlé. I was able to reflect on my experiences and amount of growth that I have seen within my professional self in such a short timeframe.
  - I was also able to analyze how I, personally, implement the 4 ways of winning within my own professional career and how I have been representing speed, agility, collaboration, and courage within my position.
- **Takeaway #3: Intern Networking Meetings**
  - Over the past couple of weeks, I have reached out to all of the other sales interns within various retail teams across the country. I have been able to learn greatly from discussing their projects and what their experiences have been like so far
  - I believe that even on a virtual format, it is essential to network and build relationships. These discussions have been really informative towards the differences between the goals of each field team and how they relate to NUSA as a whole.

### Week 5 Reflection:

#### **1. What do you think you did well this week?**

I believe that I fully represented one of the 4 ways of winning, agility, this week. I have built a very solid foundation for my presentation slide deck, specifically with great information that I gained from my research. On Wednesday, I received feedback pertaining to the busyness of the slides (had too much content ON the slide). I realized that I was approaching my presentation with an academically oriented mindset, where one usually places more information on the slide to represent your knowledge. In the business world, it is essential to keep words to a minimal, graphics to be simple, and to keep consistency throughout the deck. This feedback really allowed me to readjust my focus towards how I was going to attack my presentation. I was able to delete a lot of slides that were unnecessary, and create graphics based off of sentences that I originally had in my slide. Although I will still use the information obtained through vocalizing the majority of insights, I kept the slide deck to become a “guide” for myself, rather than letting the audience have the ability to read everything themselves.

## 2. What opportunities for improvement would you target for yourself next week?

I would like to push myself to focus on the pricing strategy component to my presentation. With discussing potential opportunities with Jeff on Thursday, he proposed the idea of utilizing data from other retailers to generate future projections for the two proposed Chameleon SKUs. I would also like to start practicing run-thus with presenting my project to others. Although the slide deck can look clean, I am the one who demonstrates the success through sharing my viewpoints.

## 3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?

By attending 2021 ICP planning meetings, I have been able to get an understanding of what goes into the evaluation of our products, how they are doing within retailers, and how we can adjust our strategy to align with our growth expectations. It is really informative to watch how many steps are in a process towards integrating a product or adjusting a product shelf space. Nestlé is very driven to evaluate what the impacts are on each category and understanding how to prioritize our products in the future. Originally, I did not know that I would be included in such informative series. It has been a great opportunity to learn how the value team works together to propose, adjust, and implement various opportunities of expansion within the dollar channel, and in DG.

### Week 6: July 6<sup>th</sup> – July 10<sup>th</sup>

#### Main Takeaways:

- **Takeaway #1: Trending Snacking Habits**
  - Before this week, I had evaluated a ton of nutritional attributes and types of functional attributes that health-oriented consumers prioritized
  - This week, I was able to take my prior nutrition knowledge and research snack opportunities that resonate with trend-setting customers in other retailers.
  - I was also able to prioritize items and packaging trends that were here to stay, rather than the short-term diet fads that do not usually have long-term success.
  - This allowed me to realign my proposal to a category 1<sup>st</sup> recommendation that would guide DG to see success in the long-term.
- **Takeaway #2: COVID Discussion with CEOs**
  - I had the wonderful opportunity to listen in on 3 very influential individuals in Nestlé (USA, Global, & Purina) and understand an overview of their approach to prioritize the health and safety of Nestlé employees, as well as drive our supply chain initiatives to aid the customer during a time of need
  - They discussed the new competitive landscape which consisted of fewer trips & bigger baskets.
  - Important Note: “We must exit this pandemic STRONGER than when we entered”
- **Takeaway #3: Natural Channel Discussion with Jackie Borges**
  - Jackie was able to be a huge help in guiding me through the specific factors and growing trends within the natural channel. This gave a great foundation of where

to look and what to look for, in regard to types of snacking tendencies in healthy lifestyles.

- She was able to give great information on categories of major growth within current BFY sets and natural retailers. We were able to discuss which trends could align with a lower-income consumer, and how we could optimize the selection in the set while still keeping that lower price.

### **Week 6 Reflection:**

#### **1. What do you think you did well this week?**

Through utilizing past resources as well as finding new ones, I was able to firmly grasp the array of trends in the snacking industry today. I was able to utilize the insight that I have used in the past to evaluate nutritional attributes of current BFY products and potential new product offerings. I wanted to focus on lowering the calorie count, strengthening the variety of taste preferences, and prioritizing natural ingredients. Throughout my research, I was able to pinpoint specific trends that really resonated with all types of customers, like cheese, and pushed those key item characteristics and flavor profiles to recreate my proposal. Although I have taken a different approach in the past for my final presentation, I really think that my current recommendation will benefit DG greatly, and possibly (hopefully) benefit Nestlé as well. I was able to shift my focus from thinking about Nestlé products and how we specifically could drive the category, to focusing on the retailer and how they could make an impact by realigning their strategy to current trends.

#### **2. What opportunities for improvement would you target for yourself next week?**

I really would like to push myself to start presenting my presentation to other people, even if it is not completed yet. I am starting to have dates on my calendar as “practice rounds” with other Nestlé employees, which will be a great opportunity, but I want to really impress them. I believe that I have built up a great foundation of knowledge and understanding of the category as a whole, as well as the current trends that can drive future growth. This knowledge can shine through as I present my slide deck to others, and truly show them how much I have learned from this internship experience.

#### **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

I think that this week has been another very productive one! I learned a very valuable lesson about Nestlé and how we, as a company, want to work towards the success of our retailer and their categories overall, even if it does not significantly impact us at Nestlé. I have been extremely appreciative of how insightful all of my colleagues are on the value team, as well as many other NUSA members in all divisions. Last Friday, Andrea helped me significantly in understanding the position that I needed to take to approach my intern presentation effectively and provided reasoning behind the importance of a new approach. This past week, I have dedicated my time to ensuring that I meet the goals and objectives of the intern project to provide DG and their customers an opportunity to successfully benefit from eating and living a healthier lifestyle. I now understand how important relationships are between suppliers and buyers, or Nestlé and DG, because though I was not focused on product integration for Nestlé, specifically, I was given the opportunity to become that thought leader for DG so we can continue to grow alongside with them.

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## Week 7: July 13<sup>th</sup> – July 17<sup>th</sup>, 2020

### Main Takeaways:

- **Takeaway #1: *Open Mic Morning with Jim Coyne (President of Sales of Nestlé USA)***
  - Jim is a very influential character in the sales division of NUSA. He discussed the worth in pushing towards growing in the company through having various positions, while never skipping any steps in the process.
  - I believe that Jim was able to provide an understanding of how important it is to stay competitive within an entrepreneurship-influenced workplace, where creativity is promoted, while also striving to influence those around you in various team settings. We are a community at Nestlé, and growth will not be shown without the contribution of all.
  - Jim provided great insight towards his background before entering the CPG industry. He worked his way through college and had to provide funding towards his education, which allowed him to understand the amount of effort it takes to succeed in any environment you are in, professionally and academically. This really resonated with me due to the fact that I am contributing to partially funding my college education, which was funded through working during my college career as well. I believe that understanding a sense of balance towards various priorities at hand is a great way to mature as an individual and have exposure to the importance of work ethic in anything that I do.
- **Takeaway #2: *BFY Consumption Data of Current Set: Last 52 weeks***
  - I took a lot of time this week to really delve into the data that will back my presentation and provide relevancy towards how this proposal will impact the category.
  - I was able to understand the differences in manipulating data and how date/ time period metrics can become a significant factor towards what results will be generated. I had to alter my data slide a few times this week and found that the data significantly changed when using Last 52 weeks and YTD (compared to LY).
  - I was able to analyze the amount of growth that the new SKUs have promoted for the set and used this background to set a base for future projections and opportunities for Nestlé to win the category as well.
- **Takeaway #3: *BFY Presentations***
  - This week, I was able to present to fresh eyes to get feedback from various individuals in the workplace. It was great to get a fresh perspective to interpret the impact of my presentation, and evaluate its strengths and weaknesses, which I took into consideration when editing my slides.
  - Dave Kindell and Crystal Pena did a fantastic job at pinpointing structural deficiencies within data slides, and slide structure in the deck. I was able to take these notes of feedback to strategize the changes that would allow the presentation to be interpreted by various individuals in the SLT with ease.
  - Andrea Campbell and Trevor Latham were extremely helpful with providing feedback with structural changes earlier on in the slide deck and emphasized the

importance of setting a good base on the background of Dollar General and their shopper BEFORE I started to discuss the BFY set.

### **Week 7 Reflection:**

#### **1. What do you think you did well this week?**

This week allowed me to really see the amount of change this intern project has seen over time, which has a direct correlation to my professional growth during my time at NUSA. The presentation has completely changed for the better since my initial rough draft, and the various new approaches that I have implemented into my slide deck have played a significant role in my overall presentation. I believe that this week, I was finally able to grasp on to what I have learned over the past 7 weeks and share that knowledge with others during my various presentation reviews. Through having various audiences and practicing my own public speaking skills, I have been able to represent my development as a Nestlé sales intern and how I have taken my time at this company to affiliate myself with what is best for the company, and the DG retailer.

#### **2. What opportunities for improvement would you target for yourself next week?**

Next week, I want to challenge myself to practice my timeliness when presenting my presentation to others. I only have 30 minutes, max, to relay all of the concepts and outcomes of my intern project, and I want to do so effectively. I believe that I can start to speak out loud to myself on my own time and run through the deck while timing myself, which can give me an idea on where I should spend more or less time on.

#### **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

After finishing out week 7 out of 10, I am incredibly impressed with the outcome of my presentation. I have been able to come in contact with so many individuals across Nestlé and have them take the time out of their days to communicate with me or the sales interns overall. All of these interactions are happening in a virtual environment, yet I can still understand the incredible amount of effort that all employees put in to support one another at Nestlé. When working with various individuals, I have been able to receive incredible amounts of feedback that have helped drive my final intern presentation in the right direction. This community is competitive, yet so supportive, which is something that I really value in a company. NUSA has demonstrated their passion in driving the ways of winning into all aspects of the workplace, which has enabled me to interpret and implement speed, agility, collaboration, and courage in my work and surrounding environment.

### **Week 8: July 20<sup>th</sup> – July 24<sup>th</sup>, 2020**

#### **Main Takeaways:**

- **Takeaway #1: Strategic Planning Session: Beverages & MoneyBall**
  - I had the wonderful opportunity to speak on some of my BFY slides during our strategic planning session, which allowed me to present my ideas to CD employees and discuss potential barriers.

- I was able to understand what the various steps in the Nestlé Sales Organization strategic process to assess and implement opportunities of growth into each of their retailers. Dollar General is a very unique retailer and has various strengths and weaknesses that are not represented in other retailers, so we have to assess many factors when making product decisions.
- It was a great experience to get feedback on my BFY recommendations and how I could strategically realign my proposal towards other new items that would do better in the category. Any feedback is good feedback, which is where I grow the most!
- **Takeaway #2: NSDP Program Overview**
  - I was able to get exposure to a potential future opportunity to work for NUSA full time once I graduate. This program (NSDP) would allow me to develop my skillsets through a 2-year learning experience, where I will transition through 3 different roles to build the foundation of my NUSA career.
  - Through listening to this presentation, I was able to understand the various aspects of each position, and what goals that I will work towards in each of these roles. This in-depth experience is an amazing opportunity and motivates me to represent myself well as an intern to access my future goals with this company.
- **Takeaway #3: Division-Wide Product Analysis**
  - Through delving into various categories where Nestlé products are present in DG, I was able to understand and adjust my future projections towards how we could play a role in BFY.
  - I now understand the strengths and setbacks towards having a BFY set in a dollar store, and how there is a fine line between our products being “too healthy”, “too low of a portion”, “not filling enough” and not aligning with BFY at all (ex: Stouffers).
  - It is very important to assess the shopping behaviors of these low-income consumers; there is an obvious need and attraction to having healthier products available, but their purchasing behaviors do not align with healthy choices at all times. Sometimes, they would rather take the unhealthy option when given the healthier alternative as well.

### **Week 8 Reflection:**

#### **1. What do you think you did well this week?**

I believe that I did a great job with delving into research and adjusting my presentation where there were spots of weakness. I also practiced my presentation on my own to understand where I am at currently with my time constraint and am working towards meeting my timeframe that I am required to meet (30 MINs total with Q&A). I have also been able to get exposure to having conversations about BFY opportunities with other divisions in the company apart from my own, which was a wonderful experience to have as an intern. I have worked hard to ensure that this final presentation represents the motivated, and hardworking professional that I am, and want to promote myself in the best way to potentially have an opportunity to continue working for NUSA.

#### **2. What opportunities for improvement would you target for yourself next week?**

I believe that I need to make sure that the rest of the weaker aspects of my presentation are minimized or erased from my slide deck to ensure that my intern slide deck is as close to

perfect as it can be, I also want to continually work on presenting to myself and keeping the time, as well as presenting to other individuals around me before my team presentation next Thursday. It is incredible that we are so close to presentation day, but I want to continue to push myself to have the best outcome in the end.

### **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

When I started this internship, I did not know if I would either want to work for NUSA in the long term, or maybe go a different direction in my career. This is my first internship with a Fortune-500 company, not to mention with the largest F&B Company in the world. When I look back at my original expectations of this internship, I tend to laugh a little, because little did I know that I would come so far. On the first day of this internship, I was nowhere near having the amount of experience that I have today. Through being with this company, specifically working with Nestlé during an unprecedented time (COVID), I have been encouraged to adapt and thrive alongside my surrounding community. I have adopted the ways of winning into my various tasks and projects.

Today, I can firmly state that I am proud to be a NUSA employee and intern and strive to continue to do so. I am thankful for the amount of growth and support that my team has ignited in me, and I am motivated to do the same for others during my time as an intern, and hopefully in the NSDP program. This week, I was able to become familiar with what the NSDP program is really all about, and how this 2-year program would provide an extensive amount of development opportunities, like building my foundational skillsets.

## **Week 9: July 27<sup>th</sup> – July 31<sup>st</sup>, 2020**

### **Main Takeaways:**

- **Takeaway #1: Intern Virtual Field Day**
  - Within NRS, there is a foundational understanding of what sales truly looks like in the execution of driving our success. With being able to attend in a virtual format, I was still able to understand the importance of building relationships with various retailers and their managers, as well as the strategic methods behind effective communication and presentation.
  - When understanding the individual roles of the RSR and the RSM-D, I was able to identify the expectations of each roles and how they play a major component in driving results. If I am to receive a job offer with the NSDP program, I would be able to fulfill the endeavors of both roles and progress my professional development through executing the foundational purpose of these two roles.
  - It was really important to note how there are different strategies of execution according to which retailer that you are working with. We were able to tour 3 different retailers: Walmart, Publix, & BJ's. All three of these retailers drive different methods of promotions, signage, and facilitation of driving products onto the store's floor.
- **Takeaway #2: Final Presentation Mock Session: Amy Nordstrom, Trevor Latham, & Value Team**

- Being able to present my presentation to various influential mentors throughout my intern experience was very beneficial, specifically when having the opportunity to receive feedback on where I could implement new opportunities of growth / execution.
- It was helpful to have a larger audience present, because it facilitated the same type of “butterflies in my stomach” feeling before a presentation begins. I want to ensure that I have exposure to presenting to various levels within the organization. This presentation gave me opportunity to adjust my methods of performance and increase my confidence and awareness when presenting. Practice makes perfect!
- I was also able to realign my slide deck towards providing a roadmap to success due to Trevor’s recommendation. This approach to encompassing the overall purpose behind my project to how Nestlé can play to WIN while offering guidance to DG.
- **Takeaway #3: Nestlé Campus Ambassador Program**
  - One of the greatest things that I could do to give back to NUSA, who has provided me with so many impeccable opportunities, is to drive new talent to the corporation to add value.
  - I was able to see how I could do my part once I return to campus through providing information to my student body about potential job opportunities or leadership / diversity & inclusion summits.
  - I believe that Nestlé has shown me that there are wonderful components of becoming a part something bigger than yourself; developing professionally is not only about oneself, but about developing the organization that you are a part of for the better. Nestlé provides their members with countless opportunities, and the best way to add value for the future is to find new talent to add to this unique corporate environment.

### **Week 9 Reflection:**

#### **1. What do you think you did well this week?**

I believe that I continued to find barriers within my presentation and effectively pivoted both my slide deck and my presentation methods towards maximum effectiveness. I believe that something that I have learned over my time at Nestlé USA that has impacted me greatly is the notion of never being “finished”. Some tasks at hand, such as my presentation, always will have room for improvement. I have confidence in expressing my openness to receiving feedback, especially because I have made the best adjustments to my presentation from the advice of others. Not only has this presentation taught me to encourage advice from others, but it also has started to drive what the ways of winning really mean. I have learned the importance of being able to relentlessly evolve through staying agile when receiving feedback towards adjusting my presentation and making sure that I maximize my efforts towards driving success with these new alterations.

Agility really does align well with the importance of speed. With working with a retailer that is not as quick to jump on new trends, it is important to prioritize the need for growth and future success in both the short-term and the long-term, specifically pertaining to their BFY set. Through extensive research, it is clear that DG has not found their “sweet spot” with providing healthier options to their shopper base, and they need to act quickly to ensure that their endeavors with BFY do not fail. On my end, I have dedicated my time to take initiative with driving progress within various tasks, in order to make sure that the

adjustments that I make (ex: presentation) are the right way to approach a setback and are able to be delivered to my mentors quickly. Collaboration has become an essential component of my career at Nestlé USA, both within and outside of the value team. When looking back on the first rough draft of my presentation, I like to laugh because it was nowhere near where it is today.

I would not be able to develop as a professional without the influence of others and would not have been exposed to feedback that really drove the final presentation to look like how it does today. Although I have been the one to research and analyze the various factors of the project and create the slide deck myself, the presentation is a representation of a team effort. Every individual who I have interacted with during my internship has, in some way, contributed to this presentation and my professional improvement.

Courage is something that has been present for the entire duration of the internship program. Courage obviously is used towards presenting a project to the SLT, but within day-to-day tasks as well. Courage is trying to connect with other members of the organization to expand your network, even if you have never met any of them in person. Courage is presenting various ideas that may not turn out as the best solution to implement, and courage is admitting when you are wrong, learning from it, and then moving on from it to find a better approach to the situation. All four of the ways of winning do not only promote success, but also promote improvement; this is the most important thing overall.

When reflecting on the past 9 weeks at NUSA, I am filled with gratitude to know that I started my professional career with an organization that has built a foundation within me, consisting speed, agility, collaboration, and courage, that I will value for the rest of my career.

## **2. What opportunities for improvement would you target for yourself next week?**

Sadly, this upcoming week will be my final week at Nestlé, which means that I need to soak in every last opportunity that I have upon August 7<sup>th</sup>. I also want to continue to touch base with various members of the organization to have mock presentation sessions to get feedback on main points to touch on, and what could be changed. Of course, this week has to be primarily focused on my presentation on Thursday, but also to reach out to various mentors that have influenced my project and my intern experience greatly.

When thinking on terms of my presentation methods, I want to focus on my main points on each slide and make sure that I am not reading off of the slide, rather, make sure that I am adding value to the information that is already displayed. I have to keep in mind that higher-level management do not care as much about the nitty-gritty things surrounding the project topic, so I must strategically pinpoint the overarching themes that are the most important components of the project (surface-level but with enough depth for them to understand why this will impact NUSA as a company as well).

## **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

This week, I was able to become familiar with the NSDP program and how each role plays a factor into developing young professionals through foundational experience. I was able to listen to many past NSDP individuals, as well as leaders within NRS to understand the various opportunities within the program. I believe that this exposure to potential future endeavors have greatly influenced my time at Nestlé USA as an intern. Not only have I had

an amazing experience with this company, even on a virtual format, but I have also become extremely encouraged to grow professionally to try to further my future career path with NUSA post-graduation.

Although I had received a little bit of exposure to what the NSDP program was about when I was interviewing for my internship, I believe that my expectations have been surpassed for the amount of effort NUSA exerts towards developing their members throughout the organization. Not only have I seen growth as a priority for just younger professionals, but for members all throughout the organization. I have been able to pose questions about the experiences of others during their time at Nestlé during various networking opportunities and have become aware of why so many have chosen to stay with the organization. Practically everyone who I have communicated with has expressed their appreciation for the ever-growing opportunities across various divisions and the exceptional workplace community that NUSA has to offer, which has influenced their professional career greatly. I believe that with seeing the amount of value that NUSA places within their newest talent base, like their interns, I am encouraged to look towards finding future endeavors to continue my professional career within this company.

### **Week 10: August 3<sup>rd</sup> – August 7<sup>th</sup>, 2020**

#### **Main Takeaways:**

- **Takeaway 1: Open Channel Campus Recruiting**
  - I was able to bring my own innovative ideas to the table by constructing a presentation that discussed 3 methods of execution when looking for new ways to drive awareness of our opportunities (NSDP and internship 2021) to the student body
  - I had a lot of fun with finding new and creative ways that we could really go “beyond the booth” and add value to our strategy in finding new talent within our applicant base.
  - I was able to learn about what it really means to be not only an intern but taking the next steps in sharing out my own experiences with my time at NUSA and what this company means to me.
- **Takeaway 2: Final Presentation**
  - Being able to really show off everything that I have worked towards this summer was a great success and huge point of growth in my professional development.
  - I was able to represent my findings of what the BFY set looks like in DG currently, and how we can really strategically realign our efforts to win to maximize our assortment within a set that we do not currently play in.
  - I really allowed myself to shine through my energetic personality and was able to capture my audience through presenting my final product.
- **Takeaway 3: Thank You Letters / Final Goodbyes**
  - This entire internship experience is coming to a close, which is very bittersweet. My time at NUSA has been so memorable, and I have been able to grow as a professional in so many ways. Being able to be a part of such an incredibly inclusive community, even within a virtual environment, is something that I will always have gratitude towards.

- Nestlé really prioritized maximizing my growth and access to various opportunities, which I will hold near and dear to my heart as I move forward with my future career endeavors. Hopefully, I can have the opportunity to become a part of this community again!

### **Week 10 Reflection:**

#### **1. What do you think you did well this week?**

10 weeks really does fly by when you're having fun! This was my final week at NUSA as a SGC Value Intern. I have had such a wonderful experience with being a part of this account team, because each member of this team is unique. I have really been able to optimize my resources and really capture what my project was all about; none of this would have been possible without this team. This week, I believe that I used everyone as a mentor. I reached out to various people that I did not speak to on a daily basis to get new pairs of fresh eyes on my presentation to give me raw feedback. I wanted to optimize my network in order to receive well-rounded feedback to allow myself to adjust my talking points to having clarity.

When I was able to reach out to such a broad range of people, it made me realize how grateful I was to have such a motivating community around me that wanted to see me succeed. For example, Kirsten Wicks gave me some of the most insightful feedback surrounding my placement of emphasis or stress of specific words to capture my audience. This type of feedback is not only something that will help me when presenting, but it also will help me in life. Sometimes, you will not even notice a "knit-picky" weakness that you have, but if you surround yourself with a network of individuals that recognize your open-mindedness to the ability to grow, they will strive to push you to access your potential. When presenting my slide deck on Thursday, I allowed myself to let my personality shine through and really tried to capture the attention of my audience.

I knew that my slide deck was something that I was proud of, and my project, overall, became something that I was very passionate about. I wanted to make the people that invested their time into me proud of my final outcome. But through the ability to become exposed to people who will invest their time into me in a workplace, I have recognized that it has ignited a light in me to do the same in the future. I want to give back to the company that has given so much to me, and if there were ever an opportunity for employment in the future, I would jump at the chance to become a part of NUSA once again.

#### **2. What opportunities for improvement would you target for yourself next week?**

Next week, I want to continue to work alongside Bailey Beykirch and Reed Adams to find new routes of opportunity for the Campus recruiting team at NUSA. We will be creating a slide deck that will consist of fun ideas for virtual events. Our potential offers for the NSDP program are going to be distributed next week as well, and whether or not I receive one, I want to ensure that I continue to be proud of myself and the hard work I put in throughout this summer (but fingers crossed!!). I also want to focus some of my time to hang out with my family during the day. My mother is starting to get a little sad that her two daughters are now leaving her "nest" again after living here for about 6 months, so I want to make sure that she feels appreciated.

#### **3. Based on your expectations of the internship, how do you think what you learned this week compares to your original expectations?**

Overall, this entire internship program surpassed my expectations. When living in a COVID world, you cannot spend your days fantasizing about what your life was like “pre-COVID” or what you would have been doing right now “if COVID never happened”, because it is not like you can change time. Instead, look for the good that has come out of some implications of the pandemic. I had a lot of things canceled in the beginning of the pandemic, and it was difficult to not have a negative mindset.

One thing that I was able to hold on to is the fact that NUSA never canceled or condensed our internship, even if I were not going to be able to live in Nashville. The fact that the recruiting team worked diligently to make sure we had an internship no matter what, even if it were to be virtual, speaks volumes. Before I even started my first day, I started to realize that this company invests in their people and will stop at nothing to make sure they meet their original expectations, or maybe even surpass them. This summer, I was able to be a part of something bigger than myself. I was able to exert effort towards something meaningful (I am not good at relaxing, so this is exciting for me). I had spent two months doing practically nothing, and it almost killed me. This internship gave me a purpose once again, something of value to work towards, so I hit the ground running the second we started.

Although I knew absolutely nothing, my team was encouraging and supported me in every way that they could. I devoted my entire summer to this project and to add value to the SGC value team in any way I could. I made sure that I was open to constructive criticism, because I knew I was a novice. It is funny to think about how many times a professor will tell you that they are “preparing you” for the real world in an academic setting. I believe that is partially true, but not the right way to go about vocalizing it. So many people try to walk into an internship or full-time position out of school with their head held high, but I don’t believe that is the best way to go about becoming familiar with a new environment. The day before my internship started, my father sat me down and laughed at me, saying that I was about to be “thrown into a fire, and be ok with it”. This was his way of telling me that if I am not open learn from others, I will never be able to succeed.

I took his advice to heart, and looking back, it was some of the best advice I had ever received. I have no idea what I am doing to this day, and that is ok, but I have more experience under my belt and am open to new opportunities regardless. This is how you succeed in life: never stop learning. I learned from Chuck that having patience with others is the one of the best qualities in a leader, and with time, there will be an exponential amount of growth in the person you train as long as the trainee is looking to succeed. I learned from Jeff that relatability can go a long way. Jeff was able to break the ice from the start by telling me his background with NUSA, and how he was an intern only a few years ago. Since he was able to understand the situation that I was in from his own personal experience, it allowed me to not only be motivated to grow, but also strive for a chance to become a part of the NSDP program.

Andrea taught me to be agile and be open to pivoting my original ideas or plans. Andrea set high expectations for me, and I wanted to prove to her that I would stop at nothing to achieve the best possible outcome with my summer intern project. She also demonstrated what it meant to be a leader in the workplace. Andrea once told me that she leads people in different ways, according to their personality. I thought this was very insightful, because every person is motivated in different ways. And finally, Lindsay Carmody taught me to take a chance on people, because they may surprise you. Lindsay was the first individual from NUSA that I spoke to at the Walton Career Fair, and without her guidance, I would have

never been an intern this summer at NUSA in the first place. Everyone in their own way has added an incredible amount of value to my experience, and I thank them for allowing me to have the opportunity to push towards my full potential within my professional development.

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### **5 Recommendations for Future Interns:**

My time as a sales intern at NUSA was an experience that shaped me into the young professional that I am today. Over the course of only 10 weeks, I was able to network with over 250 people across various sectors of the organization and build lasting relationships with a multitude of individuals who have impacted my professional development in the most positive way. Through being a virtual intern during a very stressful time due to COVID-19, I was able to find the greater good of having a community that motivated me to exert my best efforts in every task that I was assigned to.

Through my experience at NUSA, I was able to compose 5 main recommendations for future interns who wish to maximize their experience, which are listed below:

- 1. Embrace your mistakes**
- 2. Broaden your network**
- 3. Leverage resources that are at your fingertips**
- 4. Value feedback that is given to you**
- 5. Communicate your goals clearly and openly**

When considering my key takeaways from my internship, I realized that there are 5 key elements of success, all of which are listed above. Firstly, embracing mistakes is a great platform that successful leaders use as a learning tool. Although at times, our ideas and level of exertion towards completing tasks can seem like the correct method towards success, while other individuals may have conflicting opinions. Failing is a gift, and making a mistake needs to be acknowledged and considered when a young professional wish to broaden one's horizons and better apply oneself to their goals in the future. If anything, making a mistake during my time at NUSA opened up a greater number of opportunities for myself to delve into. Although some obstacles may seem almost impossible to overcome, it ultimately allowed me to expand upon my capabilities and learn more than what I had studied in university. Academic and professional environments are very different, but a truly successful leader is one who can blend all of their key learnings together to ensure that they deliver the best possible solution.

The second recommendation that I have provided for future interns is the ability for one to broaden their network. Although I had worked with the Value Channel in sales for NUSA, one of my greatest connections that I had made was an individual in supply chain who used to work for a retailer in the natural channel. I was able to leverage my networking capabilities to ask questions about the growth of the health and wellness divisions across all retailers to better understand which products would best fit into DG's BFY set in the future. When an intern joins a

new company, specifically one with various sides of their business-like Nestlé, there is an endless supply of professionals that want to help an intern have the best experience while being a part of their company. Everyone wants to ensure that an intern is enjoying their experience as well as gaining the most exposure to key learnings that they can use for the rest of their professional career in the future. Interns must leverage their network by asking questions, reaching out to new individuals, and building deeper relationships with those who wish to help them grow.

The third recommendation that has greatly impacted my experience as an intern is the ability to use every resource available during the course of my internship. Although the University of Arkansas has provided a great amount of exposure to their students, there are various technology platforms that only corporations that work with specific retailers have access to. During my time as an intern at NUSA, I spent hours of my own time working through LinkedIn Learning programs, data analysis seminars, and contacting individuals after hours to help me better understand the resources that I had available to use for my final project. Through understanding the importance of having access to various platforms, I quickly grew from a novice to an expert user for data platforms such as 1010Data, IRI, Nielson, and RetailLink. As an intern, one must understand that their time may be limited at their prospective company, but their learnings that they gain from their experience can be used through the rest of their professional career.

The fourth recommendation that I have supplied for future interns is the ability to value feedback that is given to you. Feedback can sometimes sting, but whether feedback is positive or negative, it will always be helpful if interpreted in the right manner. Although in our society, we have been raised to fear criticism and value success, the most important aspect of receiving constructive criticism is what one does with it. If anything, negative feedback can eventually help an intern improve their approach to tackling a task at hand, which can greatly impact their experience overall. In my own personal experience with receiving constructive criticism, I was told that my presentation needed to take a completely new direction, because my original plan had a very low success rate. Although I put countless hours into my original idea, I was given feedback that I used as an opportunity to motivate myself and construct a better proposal overall. If I had not taken negative feedback into my own decision of realigning my project for the greater good of the retailer I was working with, NUSA would have never submitted my project to the DG retailer to use in their restructuring of their BFY set today.

The final recommendation that I have for future interns is the ability to communicate one's goals clearly and openly. Throughout my time at NUSA, I grew to adore the motivating community that I became a part of over the course of my internship. After a few weeks of my internship, I realized that I wanted to work full-time for NUSA after graduation and wanted to communicate this goal to everyone who played a role in my internship experience. When writing my weekly review reflections, I started to write about how motivated I was to become a member of the NSDP program after graduation to continue my career at Nestlé. I even set up various meetings with HR members and managers to discuss the potential opportunity of continuing my career at NUSA and what I could do on my own time to ensure that I was completing every task in the best manner to guarantee my success. As an intern, you must prioritize your personal goals and communicate them clearly to ensure that you succeed; there is an endless supply of resources available to you in order for you to tackle any setbacks that you may face. In essence, communication is the key driver of growing as a professional and ultimately allows you to build upon your career.

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## Appendix:

### Glossary: Key Terms, Names, & Acronyms

**Andrea Campbell** – The team lead for the value channel who overlooks all retailers in this domain: dollar general, dollar tree, family dollar, Costco, BJ's

**Beyond the Booth** – A term used for the recruitment process that emphasizes the need to find prospective interns through various outlets, apart from career fairs

**BFY** – Better-For-You. A term used by Dollar General in relation to their health and wellness planogram in stores.

**CAA** – Category Account Assistant

**CAM** – Category Account Manager

**CCSD** – Channel Category Sales Development

**CD** – Category Development

**CEO** – Chief Executive Officer

**CHF** – The Swiss Franc currency abbreviation

**Chuck Leuck** – The Category Account Manager (CAM) for the Value channel; Chuck was Brenna's designated manager for her time at Nestlé USA as an intern.

**Channel** – The distribution system for a business or used as a term to describe a method by which a product moves from manufacturer to consumer. A channel strategy aims to provide the best way to expose a company's products or services to a potential customer

**Consumer Insights** – Any written or oral communication that is used as an interpretation by businesses to gain a deeper understanding of how their target market thinks and feels. Analyzing human behaviors allows companies to really understand what their consumers want and need.

**Consumption Report** – A document used in the production process to summarize the goods used during a specific period. The document is usually created annually by manufacturers to interpret the use of goods and services to control and manage costs by accessing detailed analyses for each business domain (examples include used materials or sold goods).

**COVID-19** – An infectious disease caused by the newly discovered coronavirus that was first identified in Wuhan City, Hubei Province, China on December 31, 2019. It is defined as an illness which causes severe acute respiratory syndrome in individuals of all ages and is highly contagious.

**CPG** – Consumer packaged goods

**Datassentials** – A virtual platform that provides category-specific research and insights services on a daily basis. Datassentials is an enterprise that provides cost-effective and highly efficient solutions for consumer insights, innovation reports, and the latest trend reports for domains such as health and wellness.

**Demographics** – Statistical data relating to the population and particular groups within it based upon factors such as age, race, and sex. Demographic data also refers to the socioeconomic information expressed statistically including employment, education, income, marriage rates, birth and death rates, and more. Governments, corporations, and non-governmental organizations use demographics to learn more about a population's characteristics for many purposes, including policy development and economic market research.

**Distribution Plan** – A distribution plan or strategy lays out the details of how a company plans to distribute product for customers to purchase and consume. One's distribution plan identifies

which paths that a company intends to take in order to get one's products to the end customer. Examples include selling to wholesalers, retailers, or through another outlet.

**Dollar Channel** – A multi-price point domain that revolves around dollar stores that is an important and profitable channel for various consumer packaged goods companies who tailor their business towards a discounted channel. In terms of Nestlé USA, the dollar channel includes retailers such as Dollar General, Dollar Tree, and Family Dollar.

**DG** – Dollar General

**F&B Company** – Food and Beverage Company

**Fortune-500** – An annual list compiled and published by Fortune magazine that ranks the top 500 corporations in the United States based upon total revenue of their representative fiscal years.

**Feel Good Food** – Dollar General's marketing slogan for their health and wellness planogram that they have distributed into various retail stores in the United States. The Better for You set has used the slogan to target their customers who are looking for healthier options through this slogan.

**Good Food, Good Life** – As of 2011, Nestlé has chosen to re-strategize their mission statement towards prioritizing their domain in health and wellness, as they are now the leading nutrition, health and wellness company in the entire world. 'Good Food, Good Life' became their mission statement and marketing slogan to ensure that customers understand the company's commitment to enhance life, throughout life with good food and beverages for their consumers.

**Growth Plan** – A strategic business activity that enables corporations to plan and track their organic growth through their revenue. It allows for businesses to allocate their own resources towards a certain domain and adapt to any changes, such as the pandemic, in the industry. Growth plans specifically help corporations differentiate themselves from their competitors.

**HR** – Human Resources

**IRI** – Information Resources Inc. It is a data analytics research corporation that provides its clients with consumer, shopper, and retail market intelligence for their prospective retailers that they work with. Such analytics focus on the consumer-packaged goods, retail, and healthcare industries.

**Jeff McGlade** – A category account assistant that works under the Value Channel at Nestlé USA. Jeff was designated to be my "buddy", who is available for me to use for any questions that I possibly had during my daily tasks. Jeff also was a member of the NSDP program after he graduated in the year of 2017.

**Kantar** – An evidence-based data agency that provides insights and actionable recommendations to clients, globally. They work towards providing insights for over 9- markets, including CPG. Kantar is used by clients who want to receive comprehensive and accurate intelligence on media consumption, performance, and value in retrospect to their consumer's needs.

**Line Reviews** – Also called a product line review. This is a validation process that many corporations use with their retailers in order to understand the manufacturer's primary assortment of products in the category that they seek to serve. Retailers want to ensure that the manufacturer's price, product, promotion, and merchandising services offer the retailer's customers with the best value and availability through their supply chain.

**LY** – Last Year

**Natural Channel** – This channel is a newer addition to the consumer-packaged goods industry which addresses the unmet needs of the health-conscious consumer. The Natural Channel would include retailers such as Central Market, Whole Foods, and Co-Ops.

**Nestlé Annual Report** – A document that is released to the public on an annual basis that provides information to shareholders in terms of the company’s operations and financial conditions, as well as operational information.

**Nestlé Ways of Winning** – 4 main key domains of success that have been outlined by Steve Presley, Nestlé USA’s CEO, to ensure the success of the American employees. These 4 main premises include Courage, Agility, Collaboration, and Speed.

**NRS** – Nestlé Retail Sales

**NSDP** – Nestlé’s National Sales Development Program

**NSO** – National Sales Organization

**NUSA** – Nestlé USA

**Mark Schneider** – Current CEO of Nestlé that is a German/American businessman. He began his term as of January 2017.

**Microsoft Teams** – A proprietary business communication platform developed by Microsoft as a component of the Microsoft 365 product line. Microsoft Teams is primarily used by businesses today due to the COVID-19 pandemic that offers a virtual platform for workspace collaboration and chat mechanisms that allow for videoconferencing, file storage, and application integration.

**MoneyBall** – A strategy used by corporations that aims to reduce costs as much as possible and allows for companies to sell their products at a low price-point.

**Open Mic Meetings** – A videoconferencing call that was used to integrate all interns with the HR coordinator of the Nestlé Sales Internship to ensure the success of all interns. This call was implemented into our schedule every Monday morning to allow interns to ask questions and talk to top executives in the company.

**Pivot Table** – A table of statistics that allows for companies to summarize their data in a table format on Microsoft Excel. This summary usually includes sums, averages, and other statistics that are grouped together to be interpreted in a meaningful and efficient manner.

**PL** – Private Label

**P&L** – Profit and loss statement. Used to summarize revenue, costs, and expenses incurred during a specific period.

**POG** – Planogram

**Q&A** – Question and Answer

**Retailer** – A person or business that sells goods to the public in terms of a customer’s use or consumption. Usually in terms of CPG retailers, these companies sell products to customers that position their product line on shelves for shopping. Recently, an online website has become a primary outlet for retailers to sell their products.

**RSM** – Retail Sales Manager

**RSR** – Retail Sales Representative

**RTD** – Ready to Drink

**SGC** – Strategic Growth Channel

**SKU** – Stock Keeping Unit

**SLT** – Strategic Leadership Team

**Slide Deck** – A presentation deck that is usually used by corporations to pitch their product line to retailers. It is a group of slides put together to tell a story, or to sell a line of manufactured goods or services.

**Steve Presley** – The Current CEO at Nestlé USA who has had his position since April of 2018.

**Strategic Planning Session** – A session that allows for corporations to take time to envision their future goals through transforming their vision into measurable and achievable goals. Then, the company uses a roadmap to accomplish those goals that are defined in the session.

**SWOT Analysis** – An analysis that presents a company or task's strengths, weaknesses, opportunities, and threats in order to understand how a corporation should better execute tasks to maintain their competitive edge.

**Target Market** – A particular group of consumers in which a product or service is aimed towards in hope that they will purchase said product.

**Value Channel** – A channel under the Strategic Growth Channel domain that incorporates all of the retailers listed: Costco, BJ's, Dollar General, Dollar Tree, Family Dollar.

**Value Team** – The group of employees that work towards building relationships with the retailers in the Value Channel in order to strategically sell their product to said retailers.

**Vevey, Switzerland** – The original town that Nestlé started their business in 1877 and currently is home to the headquarters of Nestlé Global.

**V-Lookups** – A vertical lookup which is used as a function in Microsoft Excel to find a certain value in a column in order to return a value from a different column in the same row.

**VP** – Vice President

**YTD** – Year to Date

**1010Data** – A privately owned company, used by Dollar General, to provide a cloud-based software platform that displays sales and other complex business analytics of products on a database published for manufacturers to use.