NUSANTARA SNACK MANUFACTURING

BACK THE *right* GROWTH

2025

Product portfolio and customer strategy

REPORT 05

EXECUTIVE SUMMARY

Growth is broad - use margin and concentration to choose priorities.

01 **Put more support behind Extruded Snacks.**

The category generated 67.2B in sales and the highest category margin at 37.7%.

02 **Protect the largest customers without over-depending on them.**

The top five customers account for 18.5% of sales - meaningful, but not extreme.

03 **Keep every channel profitable.**

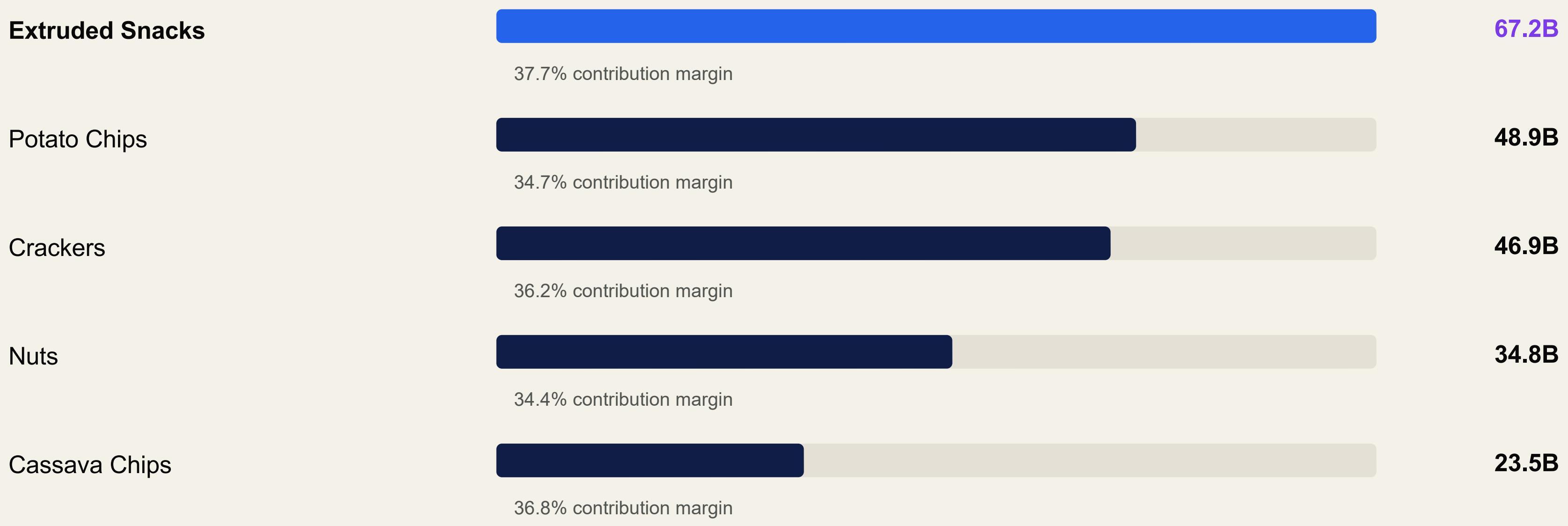
Channel margins are tightly grouped near 36%, so service cost and returns should guide where to grow next.

Extruded Snacks lead both sales and margin

WHAT IT MEANS

This category combines scale and stronger contribution margin. Give it first claim on innovation, promotion, and sales attention while protecting the rest of the portfolio.

Revenue by product category



Volume is similar

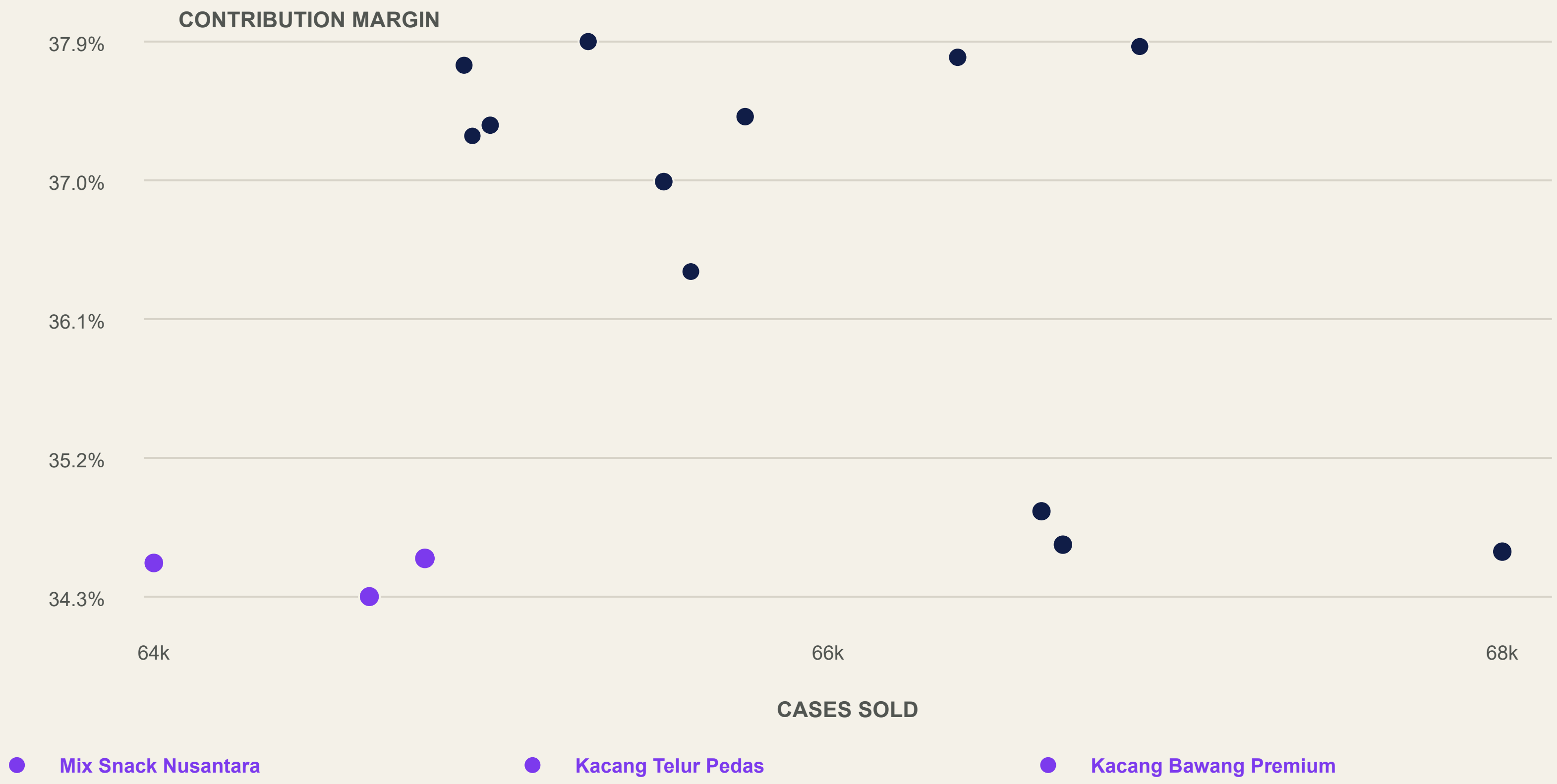
but product margin

still differs

WHAT IT MEANS

The products cluster in volume, so margin becomes the clearer decision signal. Support items above the group margin; fix price or cost on lower-margin products.

Products: cases sold vs contribution margin

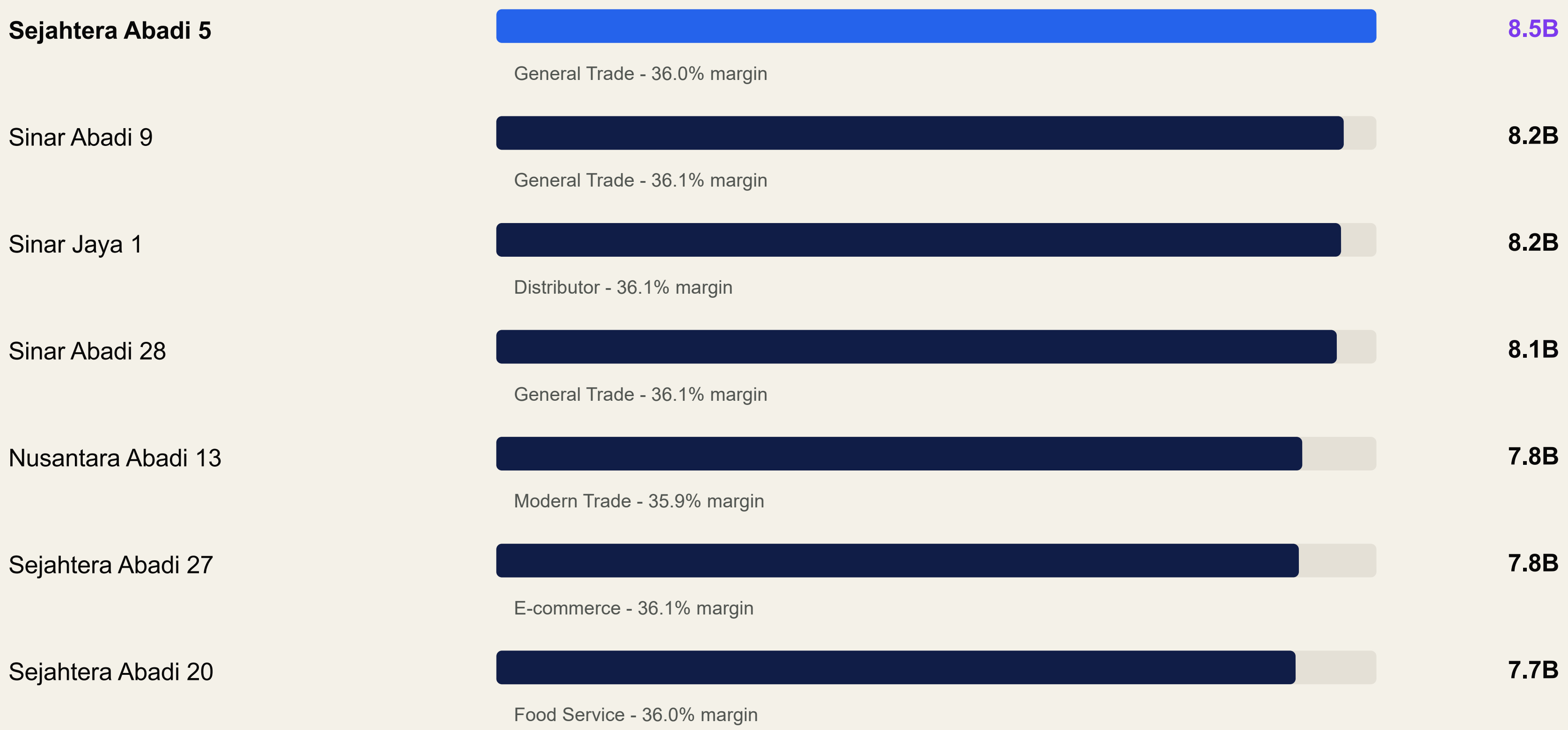


The largest customer holds only about 4% of sales

WHAT IT MEANS

The customer base is diversified. Protect the top accounts, but growth does not depend on one buyer. Use account plans for the top ten and standard service for the long tail.

Revenue by customer

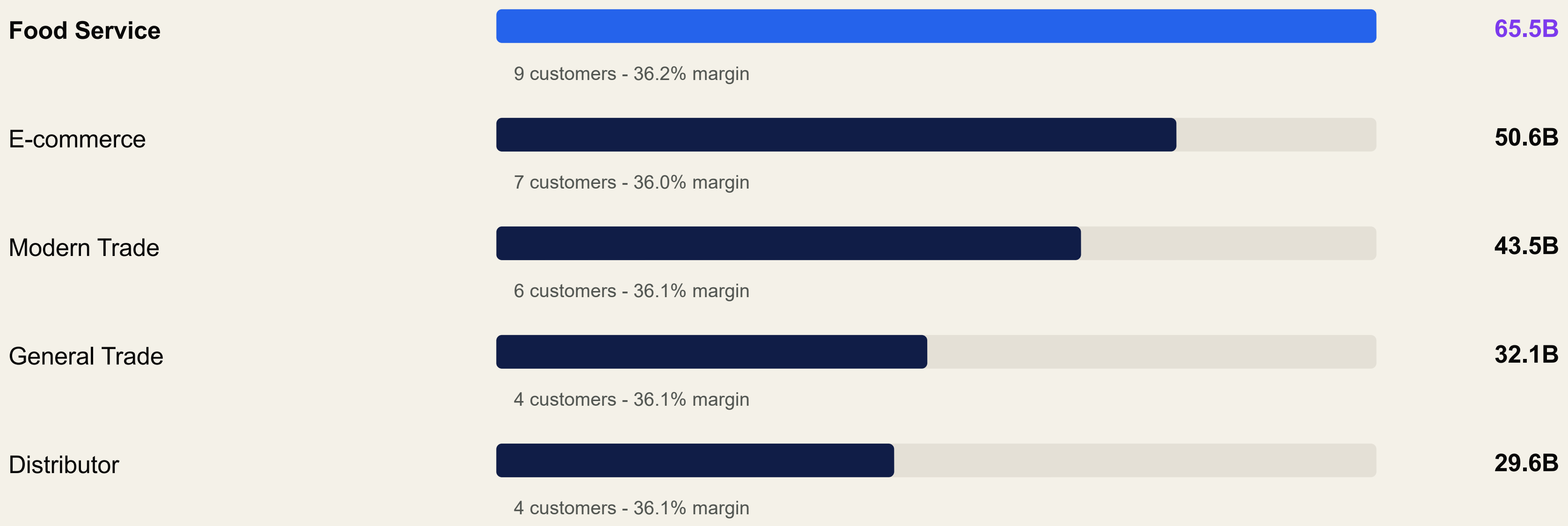


Food Service is the largest sales channel

WHAT IT MEANS

Channel margins are almost identical in the synthetic data. Before shifting investment, add delivery cost, payment behavior, and return cost to the customer view.

Revenue by customer channel



Sumatra and Jabodetabek carry most sales

WHAT IT MEANS

The two largest regions provide about three quarters of revenue. Keep service reliable there, while testing focused growth in Java and Eastern Indonesia.

Revenue by region

Focused portfolio moves

could add about

2.5B

SCENARIO

This scenario grows Extruded Snacks 3%, retains 1% of top-five customer revenue, and cuts return credits 25%. It is a planning case, not a sales forecast.

Illustrative annual revenue and credit opportunity

Scenario only - not a forecast

DO THESE THREE THINGS FIRST

Simple actions, clear owners, and one number to watch.

01

Back one category

Give Extruded Snacks a clear innovation, promotion, and account target for the next quarter.

OWNER

Commercial

WATCH

Category revenue + margin

02

Write top-10 account plans

Record volume, margin, payment, return, and next action for each large customer.

OWNER

Sales

WATCH

Top-10 retention

03

Price by full service cost

Add freight, payment days, and returns to channel profitability before changing terms.

OWNER

Finance + Sales

WATCH

Net margin by channel

THE BOTTOM LINE

Choose growth by margin and account quality, not sales alone.

Extruded Snacks deserve extra support, the customer base is healthy and diversified, and regional growth can be tested without overexposing the business.

67.2B
Extruded Snacks revenue

18.5%
Top-five customer sales share

2.5B
Illustrative opportunity

Use the first 30 days to confirm the data, then scale only what improves the chosen KPI.