



CASE STUDY: FOOD AND AGRICULTURAL PRODUCTS/SERVICES

Improving margins in a fiercely competitive marketplace

SUMMARY

Client:	Food and agricultural products/services
Geography:	North America
Challenge:	Improving margins in a fiercely competitive marketplace
Results:	Profit margin gains totalled over \$1.4 million during the first reporting period

THE SITUATION: A STRATEGIC GOAL

One of the top five privately held corporations in North America, this company faced an increasingly competitive and commoditised marketplace. Challenged to produce consistent and incremental profitability in its sales operations, management approached BayGroup International to help increase overall business performance by closing more new business, improving account retention, and expanding the entire scope of services delivered to existing and prospective accounts—while increasing account profit margins.

THE BUSINESS CHALLENGE

Intense business challenges were present both externally and internally:

- An increasingly competitive marketplace with a “commodity buyer” mindset.
- Professional purchasing negotiators with little brand loyalty and many alternative suppliers.
- Complex levels and layers of management, and sales organisations not uniformly focused on strategy and execution approaches.
- Internal pressure to improve performance with shrinking resources.

“Since upper management down to sales reps received this training, we’re all on the same page. If we have a particular tough customer situation, we can discuss it with our boss and talk about how we can use what we’ve learned. It’s much easier and more effective when we all have the same general understanding about how to approach things.”

— Sales Professional

HOW WE HELPED

BayGroup International helped this company create and deploy a company-wide approach to executing sales. This resulted in improved profitability with customers, suppliers, and other outside parties whose costs had eroded this company’s bottom line. BayGroup International introduced a planning methodology—as well as common tools, skills, and language—to the client’s management and sales organisations. This enabled management to embed a robust selling discipline and improve both execution and results.

THE RESULTS

The company quickly leveraged its investment, building a sales culture focused on execution that delivered significant improvements in business performance. This transformed the selling dynamic from a commodity bid to a value-added strategic purchasing decision. Profit margins increased over \$1.4 million during the first reporting period as a result of using the skills and concepts taught in the behaviour change process. This translated to an initial return of nearly \$2.07 for every \$1 invested in the programme.

PROVEN EXPERIENCE:

FOOD AND AGRICULTURE PRODUCTS/SERVICES

Over the past 27 years, BayGroup International has partnered with many of the world’s leading food and agriculture companies to substantially improve sales results.

The focused expertise of BayGroup International has helped enable our clients to instil far greater discipline, better planning structures, and new, improved skill sets among their sales forces. This in turn has led to dramatic improvements in results including: improved sales, account retention, profit margins, and overall business performance.