



CASE STUDY: Selling Value in a Commodity Industry



Background

Leading foodservice packaging and consumer aluminum product manufacturing division of \$30 billion Alcoa, Inc.. 3700 employees with primary business base in the US but also operates in Spain, Mexico, and Canada. Full line of baking, catering, deli, produce, meats, supermarket takeout, and vending product packaging applications.

Challenges

- Quick competitive response shortened and reduced the impact of premium pricing on new product innovations and introductions
- Majority of the sales team had fallen into the order taker mode and were busy fending off competitive pressure to reduce pricing

Approach

- Completed a sales diagnostic including process, competency assessment, customer interviews, and competitor analysis
- Developed sales and marketing strategies to move behaviors from commodity based mind set and positioning to consultative high value sale with customers
- Created and delivered sales training to communicate new process and positioning in a two day workshop event for the entire sales force
- Provided follow-up consulting to help support reinforcement and performance management



Result

- New sales process and positioning changed the dialogue with customers and focuses on value added
- Sales force focuses on improving customer's business and becoming a trusted adviser
- Premium pricing on new products had greater staying power and customer insights provided fuel for RFP's innovation pipeline