



CASE STUDY: Effectively Selling Value



Background

Leading supplier / manufacturer of ingredients to food manufacturing / service industry. \$2 Billion division of a \$15 billion food manufacturer. Full line supplier of flour, garlic, onion and specialty blended spices. Converted GTM Strategy from product line to channel sales approach to better penetrate customers and develop specific value-added solutions.

Challenges

- Purchasing had become the sales organization's primary contact; emphasis on fending off competitive pressure to reduce pricing
- Competition from global suppliers / low commodity pricing shortened and reduced the impact of premium pricing on new product innovations
- Leading Product R&D in the industry, though limited customer contact

Approach

- Completed a sales diagnostic including process, competency assessment, customer interviews, and competitor analysis
- Developed sales / marketing strategies to move behaviors from commodity based mind set and positioning to consultative high value sale leveraging product development resources with customers
- Created and delivered sales training to communicate new process and positioning in two day workshop for sales force and senior R&D staff
- Developed Value Proposition and launched new sales approach behind first significant innovation in the flour industry in years



Result

- Most successful penetration of key accounts for product launch in company's history
- Premium pricing on new products had greater staying power and customer insights provided fuel for RFP's innovation pipeline
- Focus on improving current customer's business resulted in \$75 million of higher margin sales
- Migration to new selling approach prepared company to capitalize on opportunities from concern with global supply