

# GROWING BETTER EVERY DAY

Proudfoot nurtures synergy and sales at food manufacturer



Our client, a leading researcher, manufacturer and marketer of high quality soya ingredients, including soya protein isolates and concentrates, textured vegetable proteins, specialty lecithins, and isoflavone concentrates, serves over 3000 customers by offering more than 1000 different products, including many brand names.

The Client's goal was to focus the company on growth and developing synergy within its corporate structure. However, top management knew it needed to partner with Proudfoot in order to accelerate the necessary changes and embed the new behaviors.

The project focused mainly on Sales and Research & Development (R&D). Overall, Proudfoot found that the client's processes had created silos rather than cross-functional teams. This culture was negatively impacting effective project management and was limiting resource sharing among pools of people.

## SALES

Proudfoot's Business Review revealed a number of challenges including:

- Account Managers were averaging less than one sales visit per week
- The majority of an Account Manager's day was spent performing administrative duties, with little time available for proactive selling
- Lack of sales performance measurement
- Ineffective meetings
- Inadequate tools for forecasting and planning

## R&D

- Weak project management
- Unclear roles and responsibilities
- Inconsistent decision making process

## PROUDFOOT CONTRIBUTION

Using its proprietary Relationship Selling Skills (RSS) program, Proudfoot redesigned the client's sales processes into one best practice that was consistent, effective and proactive.

In addition, a Sales Management Operating System (SMOS) was developed and installed, including a training program to teach management how to use the tools independently.

The redesign of the sales process aligned multiple approaches into a single, focused discipline, utilizing leading-edge selling skills. Proudfoot then redefined the roles

and responsibilities of the core activity of key positions (Account Managers and Sales Managers).

**\$3.5 million**

**Project benefits delivered to client**

Within the R&D division, Proudfoot designed and installed a project control system and reviewed the metrics for project efficiency. Further, Proudfoot developed and installed a Project Control System and a Management Operating System (featuring resource scheduling and reporting). We then redefined organizational roles and responsibilities of R&D Applied Technology Managers.

As a result of this project, the client's sales force is now an execution-driven, results-focused team. R&D cycle time has been decreased and that division also now executes projects in a timely fashion.

**"The success of this program is due to the teamwork instilled by the Proudfoot methods of execution and the quality and capability of Proudfoot's team."**

**- CEO**