

SOAR

Sales Organisational Advanced Reshape



Food Industry

The company in brief

The company's business was in the food industry in Italy. The organisation was over 60 people and had a turnover of 20 million a year. In the last 30 years it has produced a consistent and, year after year, increased cash flow. The management has set the business procedures on their best way to meet the seasonal demands of the tourist areas and it allowed them to become the leading company in the market for the last 3 decades. The risk management strategy also led to several real estate investments.

Food industry in Italy has a great history, high standards and is a very competitive market.



How to work?

The double-ways approach allows to start straight on with a focused intervention upon the symptoms which creates a first step in change. The second way requires more time and an openness by managers as well the ability to understand the whole business picture by numbers, data and information. Then proceeding with comparing qualitative information to reach the final evaluation. Then manage people's feeling is a risky area: everyone can feel a judgment risk about themselves; create trust rather than judgements is the final goal. Be able to state the correct prognosis fast and straight on topics is the main value of a consulting.



AS IS analysis

- Its market is highly dependant by holidays of high spending people who have reduced their holidays spending during the financial crisis.
- Salesforce was in trouble because volume shrink and then lacks in motivation. Competition fought mostly on prices. Sales manager asked for prices to fight and maintain volumes. The facility has been set for the next step in growth: up to 35-45 million of turnover.
- Financial costs rose up and market shrink in real estate has reduced values.
- The company was under pressure for running expenses due to expensive habits in management and high cost for human resource.
- Banks were going to reduce their allowances even because properties values were shrinking.
- If values were going down, costs rose up, mostly on delivery department.
- The entrepreneur was getting older and his attachment to the company was slightly changing: often the management were in trouble for it and decision making was slower and less clear.
- Financial situation became rapidly very critical and, under that picture, it can only go worst.



HOW to change?

The real prognosis was complex, in one hand we provided skills compensation to salesforce, improving their ability to face troubled markets, it made them gain happiness and effectiveness. This affects their motivation: become able to get results affects salesperson motivation immediately. In the other hand we supported the company's management in starting different tasks:

- **A marketing politics' fine tuning to create a new model in how market the products**
 - **Products**
 - Reduction of the range of over 8000 references to create more focus on fast running and higher valuable products
 - Suppliers reduction to create better partnerships allocate effort
 - **Prices**
 - Industrial analysis of prices and margins to manage carefully higher margin products
 - Value proposition analysis to support qualitative products
 - **Advertising**
 - Promote the brand by qualitative communication focusing the target group
 - Set a Brand policy to support clients in trust
 - **Distribution**
 - Operational area shrinking, clients dismiss or selling
 - Salesforce restructuring providing skills enhancement programs and performances support
 - Sales programs support
 - Client services enhancement programs
 - Procedures enhancement, digital ordering, clients and order management by digital platform
- **Crafting solutions about changes financial assets**
 - Selling non strategic properties
 - Create a new company
 - Allocate all assets
 - Deal banks mortgages and interest amounts
 - Reducing storage building
- **Deploying a leadership enhancement program**
 - The managers have expressed the needs to develop trust and effectiveness in their role, we developed this trainings:
 - Time management
 - Communication effectiveness
 - Team leading
 - Leadership enhancement
 - Performances appraisal

“After a good dinner one can forgive anybody even one's own relatives”

-OSCAR WILDE