

AUTOMOTIVE

Proudfoot installation drives sales at automotive products distributor



THE CLIENT'S CHALLENGE

With 17,000 customers in the US and Canada, this client is a major competitor in the wholesale automobile parts industry. One consequence of the company's success, however, was a wide divergence in sales techniques, standards, skill levels and management systems in the 18 call centers and field sales offices it operated throughout North America. Proudfoot's Business Review uncovered numerous improvement opportunities:

- Both "inside" (call center) and "outside" (field) sales operations lacked standard sales and call center management tools to let managers and employees know what is expected, and to provide timely data on performance
- Most outside sales people were merely visiting customers and taking orders rather than proactively selling and there was no mechanism in place for improving performance
- In the call centers, there was no defined process for maximizing

calls through cross-selling and up-selling and no concept of "best practice" sales behaviors

- Poor communication between inside and outside sales teams was adversely impacting existing customers
- Sales people often lacked the necessary tools and information for pre-call preparation

MEASURABLE RESULTS

To address these issues and enhance revenue, Proudfoot installed a variety of management, organizational and training initiatives:

- To generate \$500,000 in increased revenue within the first few weeks of the project, a Quick Results Program was installed in which each outside salesperson's customers were organized into key segments, with specific strategies developed to increase sales in each group
- A Sales Management Operating System was developed and installed to forecast, plan, assign, measure and report on core sales activities
- Outside Sales Skills Training based on Proudfoot's Relationship Selling Skills program was developed and implemented for the outside sales teams
- Highly targeted Inside Sales Skills Training was developed and delivered, focusing on the primary skills required for telesales, in

order to affect a cultural shift from reactive order taking to proactive targeted selling

- Managers at all levels received Sales Management Training centered around critical management behaviors, with a specific focus on coaching and supporting their sales personnel
- Various customized sales and sales management tools were developed and standards installed to enable uniformity and thoroughness in pre-call planning and post-call follow-up

Through these and other initiatives, the client achieved an average annualized sales growth of 11% and revenue improvement of \$2.9 million over its annual sales target. Since the measured improvement exceeded actual project costs, the results were achieved at no net cost to the client.

11%

Annualized sales growth

\$2.9 million

Revenue improvement in excess of sales target