



Business service provider Improvement in a shrinking market

Case Study Construction

Sales & Marketing effectiveness is key to future success

Company Name: n/a

Location: France, UK

Sector: Construction

Function: Sales & Marketing

Business Challenges:

Decreased sales in 2008 because of the global economic crisis meant an urgent need to strengthen and strongly market the value proposition

Consulting Services:

Financial Operations, Change Management

Capabilities: Revenue

Growth, Organisational Effectiveness

(sales management & effectiveness, customer management, organizational vision & macro design)

Situation

Operating in 19 countries with revenues of over €1bn and a fleet of thousands products that underpin its customer service, this client aims to become the leading global business services provider, an expert in modular space and storage solutions. To match that ambition, the company's management knew they had to improve performance. They wanted to know how they could quickly adopt shared, best practice? How to strengthen the broader service offering and fully exploit that enhancement? And to make their Sales Force more efficient and effective in organisation, market coverage, productivity and IT usage?

Approach & Delivery

To answer these questions, the company needed a consulting firm with multicultural experience that could react quickly and suggest cash improvements. Celerant immediately conducted a comprehensive analysis of the organisation and produced an Action Log with improvement levers and a road map to implement them.

Celerant Consulting concluded that a global roll out was the best way to deliver improvements. It began with 2 pilot countries. In each country, Celerant's experts visited 4 of the Top 10 Depots within a month. At the end of a week in each location, a qualification meeting and debriefing between the Programme Director and the Depot Chief validated findings

and best practices that could be deployed in other depots. This formed the basis for the roll out.

The client also asked for Celerant's advice on the overall structure of the organisation and new schemes were delivered that matched his requirements.

Results

After few weeks, Celerant Consulting recommended that the company's overall structure be improved by simplifying depot location and relayering the organisation.

Marketing be improved with precise actions to support business performance.

Nomad employee productivity be improved with tools such as key account process, targeted objective management and training.

Sedentary employee effectiveness be improved with tools such as sales pitch, voice of customers, a quotation process and improved IT tools.

Client Satisfaction

The client implemented all Celerant's recommendations and went beyond its expectations by quickly restructuring the entire organisation - doing all the tough work on its own.