

# Agricultural Retail: Commercial Effectiveness

Established a corporate commercial strategy, aligned district-level playbooks, and developed salesforce tools to manage a new \$285M customer pipeline

## Project Overview

### Client Context

- Private Equity owned Ag Retailer / Distributor was losing share to competitors over last few years
- Company was formed through a number of acquisitions and Greenfields resulting in the lack of a cohesive strategy and vision
- Management and sales force capability and effort varied dramatically across and within sites
- As part of a leadership team transition, TRC was brought in to help establish the foundation for future growth

### Approach

- Built alignment around customer factbase and segmentation (e.g. customer behaviors, needs and decision drivers, drivers of churn, etc.)
- Worked with local teams to apply insights to their specific market dynamics
- Developed local playbooks with district leadership that aligned with overall corporate playbook
- Engaged with Sales Force to develop near-in pipeline of opportunities to gain share with existing or new accounts
- Established 3-year operating plan for each local team informed by both the playbook and pipeline
- Trained every member of the salesforce on tools and techniques

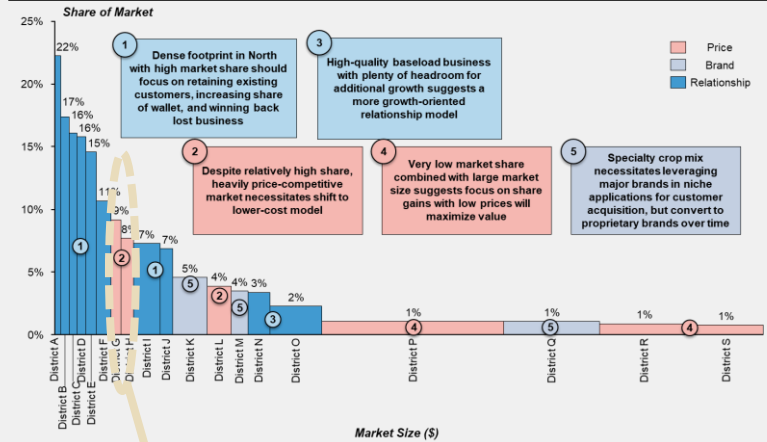
### Outcome

- Organization reversed revenue loss trend and gained share while maintaining margin
- Execution is still in progress

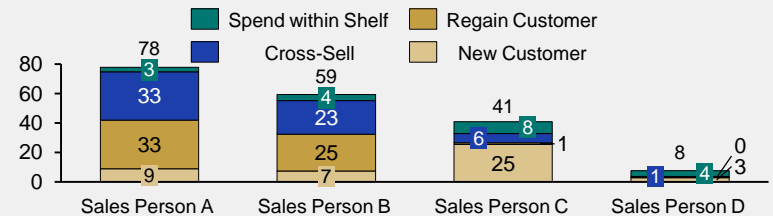
## Deliverable Examples

### Cascading Location Specific Insights into Local Playbooks, Sales Pipelines and Operating Plan

#### Location Specific Insights



#### Location Specific Sales Force Pipeline



Note: Full case studies available upon request  
Names & Numbers Modified to Maintain Confidentiality