

# Leading Chemical Distribution Company Case Study

## Introduction:

ABC Company is a chemical distribution company whose services include chemical blending, distribution, supply chain management and a range of value-added services to streamline supply chain logistics. ABC experienced a 25% drop in sales due to worldwide disruptions in the energy sector.

They recognized that they needed to improve how they told the story of ABC to the marketplace, hiring The CMO Syndicate to revamp their website, thinking that would do the trick. However, as The CMO Syndicate initiated their discovery process, ABC understood it did not have a clear brand purpose that tied their brand, business, and people strategy together.

To solve the drop in sales while positioning ABC for growth would require an aligned brand, business, and people strategy. It would require the implementation of those strategies to spark a culture evolution for ABC stakeholders that would permeate the brand purpose throughout the organization as a means of aligning stakeholders and increasing overall organizational performance. ABC also needed to create a globally consistent, higher performing, consultative sales team that were key brand ambassadors who provided meaningful solutioning based on ABC's highly differentiated, unique approach as an alternative supply chain in a competitive and volatile market.

The CMO Syndicate partnered with The Performance Communication Company to implement a fast-track, intensive, 120- growth sprint with the sales team to result in sales account and revenue growth and to kick-start the foundation by which the brand, business and people strategy could unfold to achieve long-term, sustainable growth.

## Problem:

ABC management felt like there was a gap in their marketing planning and execution driven by a skills gap within the organization. Gaps included:

- Reliance on a small digital marketing agency and internal stakeholders with no marketing background to solve all marketing needs.
- No brand purpose and unclear business strategy that was not agile and resilient.
- An unclear value proposition and sales team who were having trouble differentiating the ABC product offering from competitors resulting in eroding margins.
- Lower performance in a consultative value-driven sales approach, communication effectiveness and ability to engage customers to realize better product margins.
- The ability to create a blue ocean in a bloody red one based on their highly differentiated approach and ability to create long-term value for the customer.

During the discovery phase of the engagement, TPCC learned that the sales team was apprehensive about meeting the growth targets that had been set for them. They felt overwhelmed, concerned, and unclear how to achieve the goals set for them. They didn't feel they had the capabilities, tools, resources or support they needed to succeed. They loved the existing company culture that made space for their personal uniqueness and worried the company would lose its small, agile, and entrepreneurial spirit. As a result, some of the team members were not sure if they wanted to continue working for the company. Some had one eye on the door while hoping things would work out as they loved ABC. They felt stuck.

## Solution:

The CMO Syndicate and TPCC diagnosed that ABC had never focused on developing the ABC brand, the glue that would bind the organization together and shape its message to its employees, customers, and stakeholders. The CMO Syndicate worked with the ABC leadership team to identify and develop the Purpose of the organization, its vision, and its values. The CMO Syndicate got buy-in from Leadership to work towards permeating the brand purpose, vision, and values throughout the organization, with a heavy emphasis on the sales team, which could directly impact the financial pain felt by the organization. TPCC developed an agile program to diagnose and fix the challenges faced by the sales team. The CMO Syndicate and TPCC agreed that the sales team would serve as a great pilot to begin the purpose embedding process. After the success with the sales team, The CMO Syndicate and TPCC worked on embedding the purpose across the rest of the organization.

The CMO Syndicate created the ABC brand purpose to become the golden thread that would activate the brand, business, and people strategy into reality. They crafted a singular idea that defined ABC's reason for existing, integrating the social, community, and environmental activities into the business strategy that would drive success. They did an in-depth study with employees, stakeholders, customers, and executive leadership to create a unique and differentiating purpose with which to build the brand and foundation for all communications, internal and external. Once the brand purpose and business strategy were defined, the TPCC team then worked with the Chief Commercial Officer, then the VP of Sales, to define today's reality and what needed to be achieved by each member of the sales team to step toward the achievement of the vision in the near-term. This provided a practical way to help the organization define a mental model of how to approach what needed to be achieved in the immediate and near term to bring the vision to life. Through this collaborative approach, ABC's unique differentiation, values, and culture became crystal clear. To permeate the newly articulated brand purpose throughout the organization, we worked with HR and to achieve quick market wins, we focused on the sales team.

We helped the ABC Sales Team members get clear on their personal uniqueness as well as their personal purpose, vision, mission, and values. We intersected this with their strengths and unique areas of expertise to create an intersection of value with ABC's brand purpose as well as the customer purpose in a process called "Harnessing Purpose Powered Potential." We developed agile programming that met the sales team where they were and helped them come up with their personal plan to execute daily in a meaningful way to achieve the company growth goals, while allowing their whole selves to meet customers and stakeholders where they were.

## Implementation – Living the Brand:

### We Grew a Higher Performing Sales Team



Through a combination of custom-designed, group workshops, goal development, individual coaching, and fit-to-purpose projects, we were able to help 90% of the sales team align their individual purpose to ABC's newly articulated brand purpose.

We equipped the sales team with higher level, consultative selling skills that helped them meet customers where they were based on what they needed while positioning why their personal expertise that brought ABC's purpose to life was a path to solving their pain.

The sales team also grew in leadership excellence, better understanding how to take the business, brand and sales strategy and create their personal plan to achieve it - daily while balancing their personal lives with their workload. The result was a supercharged team who owned growth mindset as the means to convert their daily job into living their calling daily. The team made meaningful progress.

We also equipped leaders with a greater ability to communicate effectively internally and externally. They began to solve some of the internal, functional challenges the organization had which were prohibiting greater progress on achieving the business strategy. We were able to use these elements to build a brand strategy that first informed recruiting, retention, and the employee value proposition and then marketing strategy and tactics.

## Results:

The business strategy began to find its way into a measurable reality as the brand, people and sales strategy came into alignment and was actioned daily based on growth mindset. The Brand has been defined and is now differentiated within its category. The brand can speak about its 'why' in an emotionally connected way beyond products and services. The sales team was now connected to what the brand could achieve, understood their crucial role in activating that and were able to bring their whole selves to the table to better serve their customers, organization, and market.

Within 90 days (about 3 months), sales team members achieved the following:

- Exceeded their monthly sales quota by 100%.
- Focused on the identified verticals and product lines improving deal margins by 20%.
- Leaders affiliated with the expansion of the market in Latin America received what they needed to maintain entrepreneurial thinking met with new, purposeful tools to manage the changes that needed to happen while achieving higher performance.
- Total benefit to the organization resulted in a 30% increase in overall gross margin contribution.
- Within 6 months, skills and capabilities were redefined to better fit for hire job descriptions.
- Retention has increased because expectations are aligned between the candidate and ABC. In addition, the employee value proposition was articulated and communicated.
- Marketing efforts were re-aligned, low value activities were stopped, and focus was shifted to high value, fill the funnel lead generation and conversion.

- Our means of proactive change solving today's problems to get to tomorrow was then approached to begin bringing the rest of the organization along in learning how to live the ABC purpose to enliven meaningful results.

## Measurable Results



100% Increased Sales



20% Increased Deal Margins



30% Increased Gross  
Margins

## Conclusion:

By helping the organization develop and implement their brand, identify their purpose, vision, and values, we were able to significantly improve the effectiveness of the organization's marketing efforts. The implementation team activated the business strategy by working with business leaders towards leadership excellence and communication effectiveness. In addition, we helped each team member identify an audacious goal that was exciting for them, become individual pistons that acted as a catalyst of change for the whole organization as they became a symbiotic team. The implementation phase was just as crucial to the overall success of the project as the formulation of the brand, purpose, vision, and values.

## Testimonial:

*VP of Sales, said, " Our goal was to give our sales professionals improved discovery skills, while also helping them better craft meaningful alternate and sustainable supply options to our customers. Our team made measurable gains in their ability to define the gap between existing solutions and customers' desired outcomes. Our team has been better able to utilize our internal resources to craft differential solutions that have helped us gain position and share with our most valued partners. I would highly recommend Mariam and her company to any firm wanting to improve the quality of their team's engagement and communications skills. We continue to grow value we realize every day!"*