

**Client:** **Leading Global CPG Company & Major Retailer**

**Challenge:** **Solution Selling To Deliver the Business**

A leading global CPG company's relationship with a major retailer represented hundreds of millions of dollars a year in revenue. The relationship had become transactional and adversarial in nature, and resulted in very flat to declining business results over a prolonged period of time.

The CPG company needed to change this business relationship in order to reverse the negative trends. The traditional approach of selling harder was no longer effective. Therefore, to engage the key executives at this retailer, a new growth plan was required to drive change. Optimé principals spearheaded a major collaborative solution selling initiative by the company's Sales and Marketing departments beginning with a step change in the business-planning process. The CPG company needed to develop its basic strategic plans with a complete understanding of the key customer's strategies and plans. With this understanding, sales, in conjunction with marketing created meaningful customer plans that lead to above target results on marketing's most significant initiatives. The two key success drivers included getting marketing involved early in the planning process and engaging the retailer in discussions with senior functional leaders from both sales and marketing.

## **The Results**

This CPG company had been experiencing flat to declining growth at -2%/+2% over a four year period. The changes in the go to market strategy, through effective solution selling resulted in:

- A 650% change in growth from 2% to +15% growth
- \$25 million dollars in new business
- Employee opinion survey saw team leadership results increase from 68% to 97% score through implementing an integrated solution oriented approach
- Turnover decreased from 27% to 2% over a 3 year time period
- The results were considered breakthrough by both organizations