

Prepare our People to Double our Export Business in Three Years

Client

Twining's are known the world over as makers of high quality teas - their success in export markets has been impressive but the parent company ABF now want to move things to a new level. The challenge for the team was a simple but stretching one - double our export business within three years.

The Brief

Help us to develop a strategy and plans for doubling our business then prepare our people to deliver the strategy effectively.

What we did

We worked closely with the Twining's Export team to develop a new way of categorising and segmenting their export markets. This allowed them to focus resources on growth opportunities and to align skills with market requirements.

Once the strategy was in place we needed to upgrade the team from a position of fairly passive and relationship based distributor management to one of active commercial distributor management.

How :-

In order to understand our start point we firstly developed the COMPETENCY SET that would be required for commercial success via distributors. We then developed a Twining's specific assessment centre which was designed specifically to assess each individual's start point and ability to become an advanced commercial distributor manager.

Following the assessment the team was reorganised - individuals were assigned markets based on best fit and several members left the team due to a lack of the necessary basic skills/abilities.

Improving your customer management
for bottom line growth



Developing a Customer Centric Organisation

With the new team in place we could start the serious development work—several training interventions were developed for Twinings as shown below :

Distributor Assessment –are they up to the challenge ?
Setting clear distributor expectations—contracts that work
Managing the value chain - ensuring Twinings take their share
Ensuring share of mind
Channel Management through Distributors

The result

Twinings have gone from strength to strength - the upweighted focus on the USA /Canada and Russia led to significantly higher sales in the markets where it mattered and a doubling of export sales in two years not three.

The team is now far more professional and place greater demands/expectations on their distributor partners. Several distributors have been changed as a result of this process as they were found not to have the necessary skill set to drive Twinings growth.

What next ?

As we have transferred both the processes and skills necessary into the Twinings team they can now progressively roll out their commercial approach without any recourse to external help. They are now looking to again double sales using their new found skills and confidence.

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