

Case study

“Through the visibility i-snapshot has given us, our visits have doubled and for every customer visited, additional ordering has gone up 16%”

Richard Lyon, National Key Accounts Manager, Caterplus



The industry: Food Service

The location: South Africa

The background:

Caterplus is a catering goods supplier and distributor in South Africa, Namibia and Botswana and is part of the Bidvest group. Bidvest is an international services, trading and distribution company which operates across four continents.

In South Africa Caterplus have 26 branches and over 160 field sales people. Over the last two decades through a number of acquisitions, Caterplus have developed an extensive food service offering which includes the supply of frozen, chilled and ambient food as well as non perishable items such as crockery, cleaning and other food service equipment.

The enquiry:

Caterplus' UK based sister company 3663, recommended i-snapshot in July 2009, after they had introduced the tool into their food service business in July 2008.

Richard tells us “Caterplus is a result of a number of acquisitions over 22 years, so the systems, processes and culture were quite disjointed to say the least! We felt that there was huge untapped revenue within our existing customer based. However, due to the lack of visibility and silos which each of the branches were operating in, we were finding it difficult to measure this. Ultimately we were missing out on a huge amount of potential from our existing accounts.”

Richard goes onto say “The news of what 3663 were achieving through i-snapshot was spreading through the Bidvest Group, so when it was recommended to me, I was keen to look into it further”

The success:

After meeting with i-snapshot's South African distributor,

in July 2009, Richard progressed with the implementation and it was rolled out across Caterplus in September 2009.

Immediately i-snapshot provided a common platform for the 26 branches within the organisation, which gave an instant view of the sales activity across the company.

Richard tells us “We could see right away that the average call rate which each salesperson was completing, was around four per day. This was way below the levels expected. Within weeks, the average number reached eight per day – a 100% increase.”

For Caterplus, it's not just about productivity. A strategic use of the tool was important. Richard explains “During the implementation, the i-snapshot team worked closely with us to ensure that the system was in line with our overall strategy. This was to grow orders across our product categories. The target for every visit was to ensure that there was at least one order made from a line which the customer hadn't purchased previously. i-snapshot gave us the visibility of this. We found that this was only happening in 6% of cases, so right away, we could influence it. This has now increased to 22% and is still rising. We also found, through the data we were capturing through i-snapshot, that unwillingly we were cannibalizing our group business. Through recording 'competitor' activity, we found that 46% of the activity was actually from our sister companies and because at that time we worked in silos, we were viewing all activity which wasn't through Caterplus as competitor activity. This realisation has helped us form a new plan which benefits the wider group.”

Richard adds finally, “It is amazing what the data has uncovered. It is helping our sales team become much more effective in their planning. This has included changing call times to key accounts to catch the right decision makers, through to capturing order potential at each account and revising their call planning to target the accounts with the higher potential. This has and is continuing to have a significant impact on the value of our sales teams.”



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