

**What if you could** return your Ready Mix division into profitability within months?

**With Proudfoot, you can.**

One of the Regional Ready Mix Divisions of a **world leader in building materials** had been underperforming for years. Having gone through restructures, the expected turnaround had still not been achieved.

Having worked successfully across the Group for over 6 years, focused on **Operational and Commercial Transformation**, Proudfoot was the logical partner of choice for the Country Chief Executive, who engaged Proudfoot to support the Ready Mix turnaround.

Focusing on the full value chain, the main areas which needed intervention, following a Proudfoot Analytics assessment of 12 sites, were Sales, Operations, Distribution and Product Mix Design.



## Proudfoot PROOF POINTS

Building Materials  
- TOM! Ready Mix

### A TRANSFORMATIONAL APPROACH

A 2-phase transformation program was designed to return the business to a profitable state. The initial phase focused mainly on sales to rapidly improve revenues. Joint Client & Proudfoot team rapidly deployed:

- 1 A Sales Management Operating Model System, part of TOM! Ready Mix, transforming the strategy defined into proper planning, execution and reporting of the sales cycle.
- 2 A Dynamic Pricing IT Application which helped increasing margin in a proactive way, wherever and whenever possible.
- 3 A Ready Mix Plant Operating Model was developed and implemented to drive operational efficiency in the Ready Mix sites, supported by Planning and Distribution Operational Management Tools.
- 4 A full review of the Product Mix, analyzing the specific contribution per product and materials used, simplifying the Product Mix offered, and ensuring a link between the Product Contribution, the Dynamic Pricing Tool and the Sales Management System.
- 5 A Sales Skills Diagnostic which led to a Skills Training Program to increase salesforce effectiveness, supported by a cross-disciplinary coaching program.

### REMARKABLE RESULTS

The results achieved by the program brought the division back to profitability, with breakeven achieved at Month 3 after the program.

- ↑ 2% Overall Margin Increase through Dynamic Pricing
- ↑ 10% Volume sold in high margin segments
- ↓ 90 Vehicles of Internal Transportation Fleet now outsourced

"The Ready Mix Transformation Project became the priority for all of us. We could not afford to fail again, so it was important how Proudfoot moved us from the "Yes but..." culture to the "Yes We Can!" attitude, delivering results despite hard and unplanned challenges"

- **Chief Executive Officer**

# Proudfoot