

PROOFPOINT

What if you could...

optimize site costs by £0.25 per tonne by implementing a new way of working simultaneously across 80+ aggregate sites while enabling your own workforce to become a change-capable agent for future growth?

With Proudfoot, you can.

One of the regional ready-mix divisions of a world leader in building materials had been underperforming for years. After going through multiple restructuring programs, the expected turnaround had not been achieved.

Having worked successfully across the group globally for over six years in 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.

Following a Proudfoot Analytics assessment of 12 sites in the full value chain, the main areas which needed intervention were identified as Sales, Operations, Distribution, and Product Mix Design.

Transformational Approach

A two-phase transformation program was designed to return the business to a profitable state. The initial phase focused mainly on Sales to accelerate revenue improvements. A joint client-Proudfoot team rapidly deployed:

- A Sales Management Operating Model System, part of the Target Operating Model, to transform the strategy defined into proper planning, execution, and reporting of the sales cycle;
- A dynamic pricing IT application which helped increase margins in a proactive way, wherever and whenever possible;
- A Ready-Mix Plant Operating Model to drive operational efficiency in the ready-mix sites, supported by planning and distribution operational management tools;
- A full review of the product mix, analyzing the specific contribution per product and materials used, resulting in simplifying the product mix offered and ensuring a link between the product contribution, the dynamic pricing tool, and the Sales Management System;
- A sales skills diagnostic which led to a skills training program supported by a cross-disciplinary coaching program to increase salesforce effectiveness.

Remarkable Results

The results achieved by the program brought the division back to profitability, with breakeven achieved at month three after the program finished.

- ↑ 2% Overall margin increase through dynamic pricing
- ↑ 10% Volume sold in high margin segments
- ↓ 90 Vehicles of the 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

With Proudfoot, you can.

Proudfoot

BUILDING MATERIALS
READY MIX CONCRETE