

# Proudfoot

## PROOF POINTS

Construction Materials **Case Study**

What if you could improve margins  
by 11% and increase revenues?

With Proudfoot, you can.

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**THE READY MIX DIVISION** of a global manufacturer of building materials wanted to reduce costs, increase revenue and manage margins more effectively.

At first glance, it seemed like a simple fix, but it turned out the challenges were much bigger than the senior leadership originally thought. Mixed signals from dispatch, production, delivery coordination and sales meant the underlying issues were affecting the entire organization. There was a three-year organizational change plan in place, but the internal team was experiencing limited success. As the pressure began to mount, the executive team knew they needed to reach a general consensus on the direction of the company and agree on proposed solutions.

Proudfoot was engaged to help bring an outside and experienced perspective to help analyze the organization. It became apparent that the organization needed a fresh, new perspective on how to improve operations and work together more effectively.

### TRANSFORMATIONAL APPROACH

Working together with Proudfoot, the team:

- 1 **Introduced a new set of consistent practices and resources** to standardize operations and improve worker skills.
- 2 **Built an implementation road map** that defined the initiatives, key actions and responsibilities involved in the process.
- 3 **Trained the management and supervisory teams how to sustain high performance levels** through effective leadership, employee incentives and motivational tactics.
- 4 **Implemented proven methods and tools to schedule each shift with greater precision**, reducing the amount of overtime and establishing a higher rate of driver effectiveness.
- 5 **Aligned sales and operations to increase the level of customer satisfaction** and sustain effective sales behaviors and improvements margins.

*"Working together, we identified opportunities to better align people and processes. The transformation effort improved behaviors and built productive habits that delivered tangible results - creating proactive, positive mindsets."*

Proudfoot Executive

### REMARKABLE RESULTS

- |            |                               |
|------------|-------------------------------|
| <b>11%</b> | margin increase               |
| <b>24%</b> | increase in driver efficiency |
- Best practices in pricing, renegotiating contracts, routing and scheduling increased productivity and lowered costs. Overall margin increased.
  - Driver efficiency improved and exceptional product quality and order accuracy reduced the frequency of returns and customer credits.
  - A complete overhaul of processes and systems paid dividends.
  - Training and one-on-one coaching sparked a cultural change within the organization that eliminated silos and other communication barriers.
  - Sales and operations were now working as one cohesive unit and had the tools to take the organization to the next level.
  - Significant strides in product quality and order accuracy reduced the amount of returns and customer credits that were a major source of lost revenue.