

ORIGINAL SITUATION

In 2012, Packers Chemical’s 30-person sales force was dispersed across the US and parts of Canada. While communication was always high, each salesperson brought their own skills and experiences to their roles and leaders were frustrated with inconsistent approaches to client engagement. Additionally, despite years of incremental sales growth, Packers Chemical’s leadership felt they were yet to maximize the potential of their market. At this point, the leaders clarified their value proposition and committed to a strategic shift in how they approached clients and prospects. This shift was the right moment to install a common sales process, language, and skill-set designed to deliver the desired customer experience, the comprehensive solutions inherent to their market, and to achieve their growth targets.

BUSINESS IMPROVEMENTS

In 5 years, Packers Chemical has been able to increase sales from \$17 million per year in 2012 to almost \$58 million in 2017. This growth has occurred through executive leadership’s commitment to delivering comprehensive solutions for clients, and the customer retention that results from strong customer experiences.

Over 300% Sales Growth at Packers Chemical in 5 years.

Commitment to a new sales process and language helps sales grow from \$17 million to \$58 million.

Packers Chemical offers a high-quality line of chemical products and related equipment to the food processing industry. With over 30-years of product development in this niche market, one may assume that Packers Chemical products are frequently sold in a transactional manner, when in fact their offerings are more technical and solution based. The Packers Chemical solution for clients is comprised of products and systems tailored to address plant regulatory, environmental and general business challenges.

In the last decade, the Packers Chemical value proposition has shifted from low-cost, best value products to innovative products and equipment solutions that drive efficiencies and consistent levels of clean. This shift reflects the company’s knowledge – driven by its leaders – that they must understand the business challenges and needs of clients before proposing and supporting a solution for the relationship to be successful.



RESULTS ACHIEVED



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DOUG SHARP

President, Packers Chemical

The Sales Team Grows from 30 to Over 50

Historically, the Packers Chemical sales force has been comprised of meat processing veterans who brought strong technical and experiential knowledge to their clients. Those attributes remain today, however, in 2012 Packers Chemical President Doug Sharp and General Manager Terry Carling-Kelly realized that in order for its 30-member sales team to bring their value proposition to life, a common sales process and language were essential. Doug says, “Both Terry and I had been trained at previous employers in Counselor Salesperson (CSP). We felt the time was right to get everyone on the same page, and that a common approach was essential for us to compete well and to meet our growth targets.”

From the CSP-implementation year of 2013 and into today, Packers Chemical has immersed its sales and customer-facing teams in both CSP and in Versatile Salesperson (VSP) via a comprehensive training, coaching, and reinforcement approach. The result is a cultural discipline of skill use, an understanding of how the skills impact bottom-line growth, and growth itself!

“As our sales team grows, using coaches who know the business helps us hone directly in on the team’s challenges. Every week we conference-call with multiple sales people all over the country and focus directly on the help they need at that moment.”

MATT PRINE

Technical Services Director, Packers Chemical

COMPANY PROFILE

Packers Chemical began in 1983 making specialty chemical products for the beef industry. Our first product was a chemical to reduce water loss and improve yield on slaughter cattle. This quickly expanded into a complete range of “production” orientated chemicals for tripe and beef feet washing, trolley maintenance and carcass treatments sold throughout the United States.

In 2004, a major expansion was completed and a complete line of sanitation related cleaning chemicals and sanitizers was added to the product line, increasing our customer base to all of the United States and into the Canadian market.

In 2008, a new state of the art processing operation was completed in Kieler, WI. This has become the new Corporate Headquarters for Packers Chemical, with additional warehouses in Chattanooga, TN and Dallas, TX.

Today, Packers Chemical can proudly say we offer:

- Manufacturing capability for over 60,000,000 pounds of detergents & sanitizers annually.
- A 125,000-square foot state of the art manufacturing facility.
- Full scale quality control, analysis, research and development.
- Extensive line of over 325 Cleaning, Sanitizing and Specialty chemical formulations.
- Kosher & Halal approved product lines as well as EPA registered sanitizers.

Over 300% Sales Growth at Packers Chemical in 5 years.

Packers Chemical's immersion of training, coaching, and reinforcement includes the following:

Keys to Success

Significant executive commitment: All sales people understand that the *CSP* process and the versatility skills of *VSP* are business-critical disciplines. Doug and Terry are joined by Vice Presidents Courtney Cullers and Gayland Burge as champions of the process and skills.

Regular reinforcement and coaching: For 8 weeks post-training, sales teams undertake weekly *CSP* reinforcement, done in the context of their day-to-day challenges.

Installing subject matter experts (SME's): In 5 years the sales team has swelled from 30 to over 50. Now, two Packers Chemical leaders are certified to deliver both *CSP* and *VSP* classes, and both serve as dedicated day-to-day coaches. One of the SME's, Matt Prine, speaks to the value of his role: "As our sales team grows, using coaches who know the business helps us hone directly in on the team's challenges. Every week we conference-call with multiple sales people all over the country and focus directly on the help they need at that moment."

Identifying the skills that matter most: Packers Chemical's revenue growth is linked directly to its ability to provide comprehensive solutions addressing multiple client needs. Two essential skills for Packers Chemical are Discovery and Objection Handling. Packers Chemical often sends a [team of salespeople](#) to address client needs. The team's Discovery notes are collected and put into a proposal that summarizes needs and solutions. Objection handling is practiced by the team before presenting solutions. Anticipated objections – often based on price and service – are addressed with *CSP's* *LSCPA* methodology, a skill valued and driven by President Doug Sharp and the management team.

Moving Forward – Partnership & Growth

Packers Chemical is now formally partnering with its sister company Packers Sanitation Services Inc. (PSSI). PSSI provides the teams of workers that clean the processing plants. Both sales forces (totaling 65) are now *CSP*-trained and benefiting from the shared process, language, and results. Continued growth

remains the objective for Packers Chemical as they continue to bring high value comprehensive solutions to their clients across North America. The problem solving-process of *CSP* and the versatility skills of *VSP* will continue to help them grow – the executives, coaches and sales teams will make sure of it.



To learn more about these concepts and how Strategic Enhancement Group, Inc. can help you in addressing these issues, contact us at (630) 377-4300, (888) 668-9382 outside of IL or StrategicEnhancement.com.