About Client:

The client is a leading FMCG company dealing in dressed chicken, cut ups, day old chicks (broilers and layers), table eggs, hatching eggs, poultry equipment and animal feed. The client has a stronghold in feeds business and has ventured in processed fresh and frozen chicken business.

The client is Kenya’s one of the largest fully integrated poultry company.
Analysis: After detailed alignment and analysis exercise, following key improvement areas were identified:

1. **Leading Indicators:**
   - Leading indicators pointed to overall profits across the organization, but processed chicken vertical was making losses.
2. **Lagging Indicators:**
   - Lack of strategy to penetrate the market for processed chicken
   - Stock-outs of fresh and frozen chicken
   - Only frozen chicken market segment was targeted
   - Sales team recruitment and deployment needed improvement
   - Lack of employee motivation
   - Issues relating to logistics & supply chain
   - Selling skills of the sales team needed enhancement

Approach:

- Conducted an On-field Audit to understand the competition, market nerve, employee competency and products standing in the market
- Studied the consumer segments and critical success factors for the products
- Conducted Training Need Analysis for the sales team
- Performed competency mapping of the sales team
Project Implementation

1. Prepared a business plan for targeting fresh chicken market segment along with the frozen chicken.
2. Prepared a volume-based pricing strategy to scale up the volumes.
3. Sales team structure has been established along with reporting and reviewing mechanism of the sales department.
4. Prepared and executed branding campaign for poultry products.
5. Hand holding of the sales team in the field with the live experience of handling customers.
6. Introduced Sales Incentive Program for sales team motivation.
7. Developed effective dashboards to achieve the collective result in sales targets, sales process, customer satisfaction, and employee engagement to monitor progress.
8. Prepared Training calendar and conducted training programs to enhance selling skills.
9. Prepared client grading system to mitigate the impact of stock outs and urgent crisis.
10. Introduced contract farming for the planned supply of chicken and prevent stock-outs.
11. Prepared a client loyalty program to counter new entrant in feeds business.

Results Delivered

Fresh and frozen chicken sales increased by 150%

Feeds sales increased by 30%

Contract farming increased by 31%

Client base increased by 35%

450 tons of frozen chicken stocks cleared from cold storage and cash liquidated

Sustenance

The implemented results shall be sustained over a period by monitoring and review mechanism - SAIL (Systematic Audit & Improvement Loop)