



TRANSGOURMET UNLOCKS THE REVENUE-DRIVING POWER OF DATA WITH ZILLIANT

Zilliant revenue operations and intelligence solution gives the sales team the fastest path to grow account revenue.

CASE STUDY



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CHALLENGE

Transgourmet is a foodservice delivery business serving countries throughout Europe. In Germany alone, Transgourmet supplies food, kitchen equipment, and services to 41,000 customers every day. Its customer base consists of commercial and institutional caterers, restaurant operators, bakeries and more. Transgourmet sales reps are counted on to build relationships that yield consistent revenue growth. This is a challenge, as many customers have multiple locations and decentralized purchasing processes. Large books of business make it nearly impossible for a single sales rep to identify and capture every opportunity to grow accounts organically while preventing customer churn and winning back lost business.

COVID further complicated the sales role, as the company's customers closed their doors during lockdowns and opened back up to raging demand. Transgourmet needed to help its salespeople capture that opportunity by optimizing the business potential of each customer coming out of the pandemic.

While there was significant opportunity in the market to recover from the leaner COVID years, the prevailing mindset in both the Transgourmet executive offices and the field was that company historical data was not yet ready to be used to drive winnable opportunities.

To get buy-in on a solution, it was imperative to prove that there was untapped potential residing in Transgourmet's existing data, and that it could be operationalized.

SOLUTION APPROACH

Michael Merler, former chief digital officer and current external consultant at Transgourmet, set out to do just that.

"If used in the right way, data can achieve a 'WOW' effect. It enforces customer-centricity by strengthening the ties between customer and supplier through trust," said Merler. "I needed to find the right plug-and-play solution to prove that."

He reached out to Zilliant for a patient, thorough engagement to reach Transgourmet's goals. Throughout the process, the Zilliant sales and solutions teams listened and partnered closely with Merler to address the following key criteria:

- Analyze Transgourmet data to determine the opportunities available.
- Prove that Zilliant revenue operations and intelligence software could seamlessly support both legacy and future environments.
- Prove that Zilliant science could account for the noisy data signals coming out of COVID.

First, Zilliant demonstrated how the advanced data science behind **Zilliant Sales IQ™** can paint a comprehensive picture of which customers have incremental revenue opportunities and what products and quantities customers should be buying. Zilliant proved that Transgourmet's existing data contained vast potential and quantified the capturable opportunity.

Then, the Zilliant team showed how its cloud-native platform is built to plug-and-play with minimal disruption to existing infrastructure. Transgourmet was undergoing a transformation from AS/400 to SAP S/4 HANA so the Zilliant solution would be required to work seamlessly in both environments, to

prevent rework or multiple change management efforts. Zilliant's inherent flexibility quelled these concerns and instilled confidence that value could be derived immediately and grow into the future as Transgourmet's systems evolved.

Finally, Zilliant's deep experience in the pandemic-disrupted foodservice industry was key in instilling confidence. The AI powering Sales IQ™ is smart enough to filter out the noise of anomalous purchase patterns, inconsistent signals and demand swings in the market.

HOW IT WORKS

After thorough investigation, Transgourmet selected Zilliant Sales IQ™, **Zilliant Campaign Manager™** and **Zilliant Sales Planner™** to accomplish its main objective: maximizing the revenue potential of each customer account. Sales IQ™ powers this effort by identifying growth, recovery, win-back and inventory opportunities derived from the company's existing data and actual customer behavior. Campaign Manager™ is the user-friendly management application for defining campaign scope, filtering and publishing actions to Sales Planner™, which is the sales rep interface where opportunities are acted upon.

The following action types are designed to find and capture revenue opportunities that had previously been left on the table:

GROWTH

Sales IQ™ creates ideal purchase pattern profiles based on Transgourmet's top customers. Taking into account spending patterns, total spend, and breadth of products purchased, it matches each customer to its closest purchase pattern profile to reveal gaps. A customer that is not buying as much butter as customers with a similar profile can be quickly identified as a growth opportunity. Sales IQ™ reveals opportunities like this without human analysis, across the wide expanse of Transgourmet's customer base, instantly and continuously.

RECOVERY

Perhaps a customer used to buy wurst in large quantities, but today that number has dropped off for a reason other than normal seasonality or buying patterns – a key signal of competitive intrusion. Sales IQ™ identifies these recovery opportunities en masse – for all product categories and customers in the business. Campaign Manager™ is then used to prioritize actions, which are then delivered to the sales rep to follow up on in Sales Planner™. This “at-risk” customer identification allows reps to address churn as soon as it begins, and not when it's too late to recover from competitors. Recovery actions can also be used to deploy more effective product promotions. For example, a campaign to recover declining sales for a key product group that delivers targeted sales rep actions, eCommerce product recommendations and marketing emails to the subset of customers that the product is most relevant to.

WIN-BACK

Transgourmet leverages Sales IQ™ to analyze customer-specific peak year spend to pinpoint revenue that has been lost at specific accounts over a longer time horizon and enable the sales team with targeted actions to win back that business.

INVENTORY

The haphazard supply and demand cycles since the pandemic have made inventory planning a major challenge, especially for foodservice companies that sell perishable goods. Sales IQ™ helps Transgourmet move excess inventory by analyzing historical sales trends at the customer level cross-referenced with the last date of purchase for a particular product. This reveals the customers most likely to buy excess inventory quickly.

ROLLOUT AND CHANGE MANAGEMENT

After an initial project focused on a subset of sales reps showed immediate measurable success, Transgourmet proceeded with a national rollout in Germany. Merler worked closely with the Zilliant Customer Success team to use learnings from the limited rollout to train the broad set of users as part of a methodical change management effort.

Transgourmet recognized the importance of change management to unlock potential of the system through widespread adoption. From the beginning of the effort, company stakeholders from all impacted departments were invested. The presiding ethos was that change management requires the same level of attention as project management. Where possible, Zilliant and Transgourmet leveraged existing tools and processes to facilitate the adoption of new practices. Stakeholders worked hand-in-hand with Zilliant to review the model, enable users and adapt as needed.

Each sales rep in Germany now receives the account-level actions weekly. The solution functions as a personal sales assistant for each rep – delivering a manageable prescriptive provision of new opportunities to sell more, avoid churn, win deals with customers who have churned in the past, and opportunistically move stale or excess inventory.

RESULTS

“This was the smoothest, easiest project I’ve ever had at Transgourmet. It was frictionless, especially once we got the sales team trained and operational,” said Merler.

The project was delivered on time and on budget, exposing 250 field sales and call center reps to the guidance. Zilliant now essentially provides each rep with their own AI-powered sales assistant that analyzes and makes recommendations on next-best-actions for each customer. The solution tracks all customer purchasing behavior and propels Transgourmet toward its goal of maximizing the revenue potential of each customer.

Additionally, the solution relieves sales reps of rote administrative and analytical tasks, so they can focus on what they do best: creating a good relationship with customers by selling them the products they need when they need them. The system is user-friendly and helps sales reps prioritize, be more effective, and measure their own progress.

“Gastronomy is a relationship business. Being close to your customer is key. Sales success depends on a clear structure and pitching the right topics at the right time,” said Transgourmet National Sales Director, Gastronomy Michael Weinand. “The new sales process with Sales IQ™ delivered value from week one onwards - for our customers, for our sales reps, and for Transgourmet.

Indeed, the sales operations team is now empowered to bring much-needed structure to Transgourmet’s selling strategy. The sales cycle is accelerated and success can be tracked in real-time with in-line analytics and closed-loop feedback into the quality of leads and sales rep behavior. These metrics are particularly critical in the wake of COVID, helping to avoid slumps associated with unpredictable buyer behavior and highlighting when to pivot strategy before it’s too late.

“I was bracing for people to say, ‘I will never take a suggestion from a machine.’ But that never came,” said Merler. “The reality is it makes the sales job easier, it saves time and money, and it’s all driven by data – from lead creation to results reporting. The best part is sales reps have more time to engage with customers and improve relationships, which is something a machine will never be able to do but is key for a successful people business.”

For more information, visit www.zilliant.com