

McKinsey implemented a tactical sales stimulation at a PE-owned restaurant parts distributor aimed at rapidly growing large target accounts

Client context

- A PE-owned restaurant parts distributor had **experienced y-o-y sales declines for the last five quarters** after years of rapid growth
- **Declines were most pronounced in the company's core customer segment:** full service chain restaurants
- The client's leadership team asked McKinsey to:
 - Perform a **baseline assessment of commercial capability**, and
 - **Develop a series of account sales playbooks** designed to drive sales growth

Client name: X
Team set-up: X
Fees Structure: X

Approach

- McKinsey performed a **rapid commercial diagnostic** that assessed capability across these dimensions:
 - **Customer opportunity identification**
 - **Channel strategy**
 - **Value proposition**
 - **Pricing**
 - **Sales execution**
- We developed a **prioritized list of improvement levers** along with an **implementation road map**
- Next, we **developed sales stimulation playbooks for 4 key customers**, each representing a different customer archetype (e.g., potential customer, high wallet share customer, etc.)
- The playbooks contained **account-specific sales activities designed to drive immediate wallet share growth**
- The client could then **extrapolate these techniques to similar accounts** in their customer portfolio

What was unique: X

Impact

- Sales stimulation efforts are **expected to generate a 30%+ increase in run-rate sales within major accounts** over the next two years
- Additionally, following McKinsey's recommendations, the client is **undergoing an overhaul of its GTM approach** and **modernizing its digital and digitally-enabled sales channels**