



Case Study

Revolutionizing B2B sales with a digital-first approach



Client profile

This food and beverage company is the largest globally, offering products and services for all stages of life, every moment of the day, helping people care for themselves and their families. With over 150 years of expertise in nutrition, health, and wellness, the company remains steadfast in driving innovation to create value for both its shareholders and society.

Footprint

Headquartered in Switzerland and present in 188 countries, the company has a world-leading portfolio of over 2,000 brands, around 275,000 employees, and 344 factories in 77 countries. Working with more than 500,000 farmers worldwide, it is well-positioned to implement nature-based solutions for less resource-intensive and more resilient food production.

Business challenge

The company's operations in Mexico have been long-term partners with Teleperformance since 2009. In 2020, they again turned to TP to help transform their in-house sales organization into a digital sales operation.

THEY WERE LOOKING TO:

- Develop a modern sales channel with greater geographic coverage
- Have a more efficient operation with increased sales and reduced costs
- Increase the repurchase factor, the average ticket, and customer loyalty

In this case study, we explore how TP leveraged innovative proprietary tools, as well as advanced analytics and reporting, to impact the client's business results.



Solutions delivered

A digitally advanced sales program was implemented for the client. This involved transforming their face-to-face, in-house sales into an omnichannel, digital-first operation.

To provide them with the efficiency and results needed, TP deployed **400 agents, connecting with customers through automated dialing to:**

- Define five client clusters based on purchase frequency and drop size
- Call each customer four times per month between Monday to Saturday
- Sell 150 SKUs of the client's products

Service highlights

GEOGRAPHIC COVERAGE

108,000+ customers in Mexico Valley, Bajio West, and South of Mexico regions

Initial lines of business to service:

- B2B Direct Sales Delivery
- Customer Service and Sales for a specific brand
- Sales and Tech Support for another brand

The TP model includes:

- **Integrated channels:** inbound and outbound voice, WhatsApp, email, SMS, and chat
- **Data analytics and market-based analyses** to understand buyer behavior and preferences
- **Proven sales methods, processes, and tools**

HEADCOUNTS

400 FTEs



2020

420 FTEs



2022

465 FTEs



2023

A complete, digital transformation

The TP solution was implemented using **high-tech, proprietary tools** that increase productivity and efficiency while reducing operational costs.

It was also supported by **advanced analytics** to apply a segmentation strategy targeting customers with similar buying patterns (drop size and frequency), thereby improving promotional activity. Further, advanced analytics also enabled the development of an optimization model to maximize the likelihood of contact and an analytical model that predicts the likelihood of customer churn.

Meanwhile, **real-time reporting** delivers information on what's happening in the operations, including reports of service indicators, such as contact rate, conversion rate, drop size, portfolio mix, placed orders, sales amount, NPS and results by executive, and client segment.

When the digital sales program was kicked off in 2020, 100% of agents worked remotely via **Cloud Campus**, Teleperformance's proprietary work-at-home solution.





A value-adding model

The TP B2B digital sales model is 100% customer-centric, allowing agents to know who the target companies are, what they sell, how they profit, how they buy, and what they need.

Based on the contact history, agents can determine the **best time to call (BTTC)** different types of clients.

Data analytics lets agents know which SKUs, bundles, and promotions customers usually buy depending on their buying type, repurchase factor, and behavior.

Agents can learn **what competitors nearby are selling and not buying** in the call. Agents can then proactively offer special promotions.

The Voice of the Customer can be generated through the NPS survey, allowing agents to sort cases per area. It also enables the monitoring of orders rejected, including the analysis by geography, courier, driver, etc. Further, the system can handle returns.

	2005-2020 Traditional Face-to-Face Model A mix of face-to-face visits and manual calls	2020-2023 Digital Sales from TP Omnichannel, digital sales solution with automated dialing and digital channels	
Operating costs	High	30%+ reduction	What was achieved
Ticket-per-sale	Low	27%+ increase	
Workforce headcount	700 face-to-face sales reps in the field	400 remote agents supported by analytics efficiently perform inbound and outbound services	How it was achieved
Clients contacted per day	40 per sales rep	70 per agent using predictive forecasting	
Order taking	Manual (CRM Basic mobile app)	Virtual shopping cart for agents to offer promotions by customer type, cluster, and region	
Client segmentation	By geographical delimitation	Based on purchase frequency and drop size	
Client assignments	Same sales rep for all customer types	Agent skills are paired with each customer's preferences	
Customer portfolio	By seller	Per group of 15 agents	
Quality controls on sales scripts or products offered	None	Aligned with the sales strategy	
Reporting	Basic	Real-time, based on advanced analytics	



Success drivers for a digital sales B2B model

1

OPERATIONAL CONTROLS

Proven structure, methodology, standards, policies, and processes ensure a highly productive, reliable, safe, and efficient operation.

2

HYBRID OPERATION

Today, TP combines a work-at-home (70%) and brick-and-mortar (30%) operation, providing flexibility to agents, with the possibility to fast-ramp additional capacity as needed.

3

ADVANCED SALES TRAINING

TP designed a special neurosales training and practice, adding persuasion techniques and advanced sales strategies to influence the customer emotionally.

4

REAL-TIME MONITORING

Alerts are generated when something falls outside the established parameters. Tools used for this purpose focus on security, quality, and service capabilities, with real-time monitoring of agents, supervisors, and quality assurance activities in work-at-home environments or workstations.

5

DATA ANALYTICS

Intelligent data analytics is leveraged to increase sales through a better understanding of customer purchasing patterns. It involves the analysis of large datasets, such as purchase history.

TP TOOLS SUPPORTING THE AGENTS

TP interact

TP client

TP recommender



Real sales success

TP was able to transform the client's sales model in less than two months, with this channel producing 2.5% of their total monthly domestic sales. Fully scalable, this model is set to expand its LOB coverage to reach more businesses.

27%

increase in drop size through client segmentation, from \$15 to \$19

25%

reduction in the number of calls (BTTC), from 12 calls to 9, decreasing client fatigue and increasing sales by 11%

70%

accuracy in predicting the likelihood of customer churn

\$200m

revenue generated (September 2020-August 2023)

41%

increase in NPS, from 51% to 72%

3%

increase in successfully delivered orders, from 95% to 98%

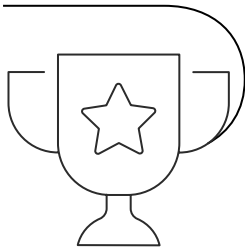
Additionally, TP was entrusted with new LOBs to be added to the project scope in Q4 2023:

- Supermarket orders
- Supermarket out-of-stock
- B2B sales for two specific brands



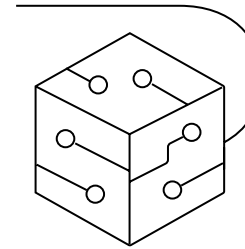
An innovative partnership

An outstanding 14-year partnership between the client and TP has opened new avenues for insight, innovation, and sustainable, profitable growth. The client's case is a testament to this, reflected in both organizations' awards and recognitions.



Awarded for the first time in America, specifically in Mexico

The client won the Global Innovation Awards 2022 for their B2B sales model developed jointly with TP.



TP received the Global Prize Award for its Digital Innovation in Sales.



TP received the "Best Inclusion and Diversity Initiative" from IMT for its "Unidos por el Propósito" initiative with the client.



TP received the "Best Sales Strategy BPO-KPO-ITO (TP Analytics: B2B Disruptive Analytics) award from IMT for its telesales B2B solution for the client.

