



Revitalizing the B2B network of a long-standing leader in short distribution channels in the food industry: value proposition, new services, pricing model

PRACTICE

Sales & Marketing

SECTOR

Agrifood

DURATION OF MISSION

6 months

• Overview

Our customer, who helps farmers diversify their activities and develop their business, is looking to revitalize its B2B network and rethink its membership and associated pricing model.

KEPLER helped its customer to set up a Voice of Customer program and to build and deploy various sales organization scenarios.

Our Approach



Context



Need to regain B2B attractiveness, given a declining membership base (unfavorable demographic trends, increased competition with the arrival of new players) without losing historical members



Development of new “exclusive member” services with high added value for B2B target groups



Need to improve model profitability to ensure brand sustainability



Objectives



Review the overall value proposition and identify services to be withdrawn or improve



Offer new exclusive services and how to finance them / ROI



Overhaul the way B2B network members' annual fees are calculated



Methodology

1

Diagnosis of the current range of services and their perceived/actual value

2

Competitive offer analysis for B2B targets in all direct and adjacent markets: (short circuits, local and regional brands, local products, guaranteed origin, ...)

3

VOC (Voice Of Customer) to identify the needs and expectations of the final target

4

Focus groups with current members and target “non-member” farmers

5

Identify new member services and measure perceived value

6

Reflection on organizational models for marketing to target members

7

Business plans for the profitability of new services according to different pricing scenarios and associated marketing schemes to achieve target profitability

8

Recommendation of a model and implementation path

Levers and Tools



Voice of
Customer



Competitor
analysis



P&L
scenario

Consultant workshop



Value proposition scenarios



P&L simulation



Results



Business organization scenarios



A pipe of new services



**Profitability simulation tool
based on pricing, customer size
and sales organization**

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Against a backdrop of fierce competition and rapidly changing expectations, rethinking our positioning and diversifying our service offering are strategic levers for positioning the network as a long-term leader and restoring its appeal. Our approach at KEPLER, which ranges from strategic thinking to operational support, ensures effective implementation to consolidate the network's competitiveness.

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