



Critical Thinking Training Helps Industry Leader Retain, Increase and Win Back Market Share

The Challenge

The Company is a leader in the roofing and insulation industry, manufacturing shingles and fiberglass insulation. They needed their salespeople to more clearly understand how prompt and efficient problem solving and decision making could provide value-added services to their customers. The Company's customers are distributors, dealers and installers of their roofing and insulation products, so they constantly struggle to maintain, let alone grow their market share in an intensely price competitive market. The Company knew that the salespeople would need to do more than provide competitive pricing in order to improve the loyalty and sales of their customers. They needed to think both critically and creatively and implement successful solutions.

The Solution

Action Management Associates, Inc. (AMAI's) objective was to help the Company's salespeople understand how critical and creative thinking skills would ultimately increase their sales production. AMAI's solution was to relate all of the Problem Solving & Decision Making (PSDM) workshop's processes to the company's dynamic sales environment. The workshops were enhanced through the use of a unique Sustain The Impact process where AMAI followed up on the training and rewarded workshop participants who applied what they learned and achieved a positive bottom-line impact for the Company. The focus of the training was centered on TEAMWORK by learning to work with each other, with customers and potential customers.

The Action Management Wheel illustrates the dynamic nature of the PSDM workshop processes and the critical and creative thinking components. Teamwork is the hub and the Wheel rolls logically from quality of solution to quality of implementation.

The Challenge

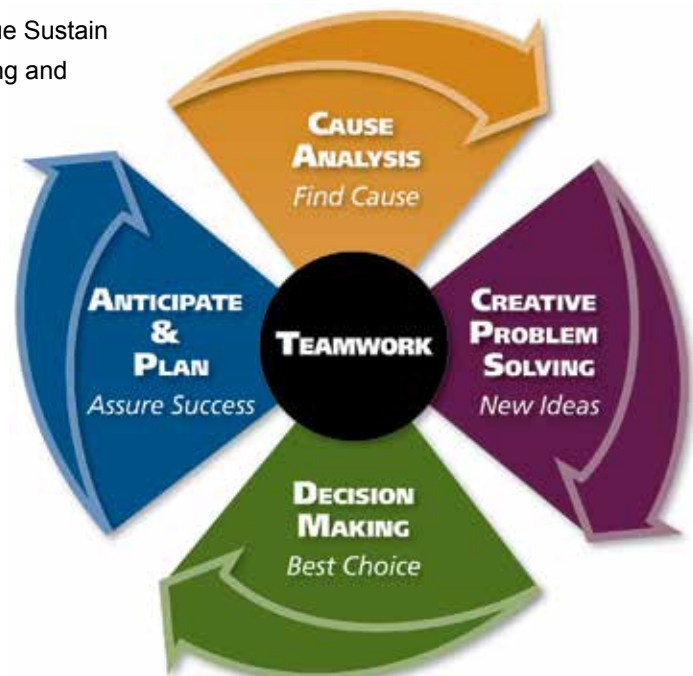
A leading roofing and insulation manufacturer needed to improve sales and increase market share in an intensely price competitive marketplace.

The Solution

The Company implemented critical and creative thinking training using Action Management's Problem Solving & Decision Making workshops and their unique Sustain The Impact system to follow up and recognize workshop participants.

The Result

The Company reported \$5,379,000 in sales from using PSDM processes to win new business, recapture lost business and retain "at risk" business.





The Implementation

Forty of the Company's sales personnel participated in a two-day PSDM workshop. The workshop was facilitated by one of Action Management's certified trainers. The participants brought current problems and issues to the workshop and were given numerous opportunities throughout the two days to apply what they learned to their real-life concerns. The Company's sales personnel learned how to analyze their concerns and the concerns of their customers and to choose the right process to handle them:

- Need the help of others? *Use Teamwork.*
- Searching for a cause? *Use Cause Analysis.*
- Need new ideas? *Creative Problem Solving is the key.*
- In a dilemma over the best choice? *Decision Making is the answer.*
- How can you assure success? *With Anticipating Problems & Planning.*

The Result

Due to rising customer expectations and heightened competition the Company was interested in improving loyalty and sales—not only gaining new business, but retaining existing business and winning back lost business. The Company's salespeople attributed a total of \$5,379,000 in sales to the use of the PSDM processes and documented other successful outcomes following their training:

- Secured \$250,000 in business because the Company's Shipping Department was willing to ship product to the customer more frequently, reducing the customer's cost of inventory.
- Increased sales by \$630,000 by using the Deviation Analysis process to determine, understand and solve a problem for a distributor.
- Improved communication with the Company's plant has resulted in a 97.3% efficiency rating (up from 93%) in the accuracy of order fulfillment and timely completion.
- Used the PSDM Situation Analysis to retain \$1.7 million in "at risk" business.
- Applied PSDM methodology as leverage to gain back \$150,000 in market share, and earn an additional \$100,000 in new business.
- Educated a Distributor by using the Decision Making Matrix to measure the Company's product/services against the competitions. This made the Distributor more aware of the value of the Company's products over the competition resulting in \$100,000 of new business.

"This was one class that I not only enjoyed, but that I can apply to the field. This training class is one that I would recommend to others," stated one sales representative. Another Company sales representative added, "I contribute this method of creative problem solving to helping me better think [through the problem] and strategize before diving in."

Action Management Associates, Inc. (AMAI) is a management training company, specializing in critical and creative thinking skills, with over 30 years of experience in client organizations worldwide. AMAI's workshops combine Rational, Creative and People approaches to help improve individual and team performance in anticipating, assessing and solving complex problems and making decisions. Each program offered by AMAI emphasizes immediate results while developing people who will make long-term contributions to their organization.

To explore ways that Action Management can help your organization achieve similar results, please contact:

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Don't forget to ask about our results focused workshops including:

- Problem Solving & Decision Making
- Applied Critical Thinking
- Rapid Troubleshooter
- Critical Thinking for Business Growth
- Critical Thinking for Administrative Personnel

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