



CASE STUDY

GOOD NATURE AGRO

Good Nature Agro (GNA) was founded in 2014 and provides agricultural education, access to high-quality inputs and markets, and options for financing that support rural, small-scale farmers in Zambia to diversify their crops. Traditionally, farmers only grow maize, which results in a glut on the market and low commoditized prices. Instead, by growing higher quality and higher value legumes with GNA’s help, **farmers increase their average income by more than 300%.**

THE CHALLENGE

GNA captured initial interest from farmers who would sign up to buy inputs, but when it came time for them to make their purchases just before the season, farmers would consistently drop out.

In 2020, GNA had a 40% shortfall of their sales target of 10,000 farmers. In 2021, they wanted to expand their program from 6,000 to 20,000 farmers total, and they asked for our help in transforming their team’s ability to sell.

GNA’s field team was comprised of trained agronomists with little to no sales or recruiting experience. A significant change in approach and skills was needed for GNA to more than triple their number of farmers by the end of 2021.



How do you get farmers to change lifelong farming behavior while spending more money to diversify their crops?



I appreciate that the WRP taught not only customer-facing sales strategies, but also ways to understand one's own mindset to be more effective, understanding, and self-aware.

- Kellan Hays, Co-founder, Chief of Staff

KEY PROBLEMS

During the onsite discovery, we found two fundamental blocks to GNA’s success:



The sales team used a “product-led” approach.

They pitched the features and benefits of the GNA products and then convinced farmers to sign up.

However, of the farmers who enrolled, **80% dropped out** before they completed the purchase.



The sales process had gaps that contributed to the high dropout rate.

The sales conversation and overall process lacked the completeness and rigor needed to gain a full commitment from farmers that would result in order fulfillment.

SOLUTION

We consulted with GNA's leadership to develop the "GNA Way of Selling" to transform sales effectiveness and sales management impact. This customized, holistic, and sustainable solution included training, direct infield support, and follow-up coaching. It featured:

1. A **problem-led**, interactive sales conversation – sellers engage farmers to talk about the problems they have with their current crops and methods, then calculate what those problems are costing them **before** presenting the GNA solution.
2. A **sight seller** – a visual sales tool that guides agents to follow the problem-led sales framework that can be used with groups or individuals.
3. A complete **sales process** that generates real customer commitment, including deposit payments.
4. **Input metrics** to make selling effectiveness gaps visible so Field Supervisors can be coached on how to improve their performance.
5. **Sales and sales management skills** including: how to maintain a productive attitude, build selling competence, and master execution practices.

RESULTS

50% ENROLLMENT & PAYING DEPOSITS

95% CONVERSION OF ENROLLMENT TO SALES

GNA increased initial enrollments from 25% (2020) to 50% (2021). Of the farmers who initially enrolled, 95% purchased at input delivery time (compared to just 20% the year prior).

115% ORGANIC GROWTH

GNA added 7,000 new farmer clients to get to 13,000 total by the end of 2021. They enrolled a further 10,000 from another farmer support organization; **80% of this increase** occurred during the implementation of their new selling approach.

23,000 TOTAL FARMERS

In one year, GNA added a total of 17,000 paying farmers to their client base – **an increase of 350%**.



MORE WINS & NEXT STEPS

WRP helped GNA embed the problem-led sales approach so it can be used for years to come. Salespeople **spend at least half** of their group sales presentations *listening* to farmers in a way that farmers have rarely experienced, which is the "secret sauce" of GNA's success.

The Field Supervisors have shifted their mindset about selling: "We don't just provide seeds; at every stage of the sales process, we treat farmers in a way that demonstrates we can be trusted to understand and solve their problems. **That's the GNA Brand.**"

GNA's success has brought new, welcome challenges: how to deliver as promised and support 23,000 farmers, and how to **provide great service so farmers remain loyal customers every season** and expand the amount of land dedicated to differentiated crops. This, too, is a sales process, and now the GNA team has the skills to do this effectively.

“The DQ way of selling helped our team become more farmer-centric: helping solve problems and improve incomes, versus solely hitting our own sales targets. This fits right into our ethos at GNA.”

- Susan Ng'ombe, Sales Manager



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