



HANDSHAKE



CASE STUDY

Landing Larger Accounts with Sales & Ordering Technology

How an ethnic food and beverage distributor has expanded their customer base with commerce software.



Moving upmarket requires a more seamless sales and ordering process.

As the largest importer, distributor, and manufacturer of Greek specialty foods in North America, Krinos Foods represents over 2000 products from over a dozen companies. In addition to manufacturing goods under their own labels, Krinos imports food and beverage products from over 25 countries. Krinos's customers include small ethnic markets, delis, supermarkets, the hospitality industry, and larger ethnic stores as well as major retail chains.

Historically, Krinos had a core customer base in small mom-and-pop stores. However, as big-box supermarkets have started stocking more specialty ethnic foods, those mom-and-pop stores have been struggling to survive. Shawn Bhavsar, who runs Marketing and Sales for Krinos in Atlanta, says of the smaller stores, "There's so much turnover. We open up new accounts, and within a year you might have two or three owners that go through. More and more, you see the smaller ones not surviving. Those stores are just not making it."

Ethnic food distribution, though, is having its moment. Because larger stores like Walmart, Target, and Kroger have responded to consumer demands by stocking more ethnic products, Krinos has had to tailor their sales approach to a different type of customer as mom-and-pop stores have become less of a presence in the market.

Bhavsar realized that moving upmarket required a more seamless sales and ordering process, and that this meant leveraging technology. He turned to Handshake power his reps with Handshake Rep, a mobile order writing app, and his customers with Handshake Direct Online, a B2B eCommerce portal.

The Ease of Automation

Before using Handshake's eCommerce solution, Krinos salespeople would primarily use phone and fax to receive orders from customers. Orders taken by phone were susceptible to errors caused by misheard information, and orders taken by fax often included illegible order numbers. Next, Krinos employees would have to manually enter orders into their back-office ERP—which carried the



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The larger stores want to be able to order on automated systems. With Handshake, we can customize business rules for each store's processes.

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Shawn Bhavsar,
Sales & Marketing, Krinos



Krinos Buyers

- Supermarkets
- Ethnic markets
- Gourmet stores
- Hotels
- Restaurants

An automated & accurate sales process is key to establishing credibility with customers.

risk of typos. These snags resulted in wasted time as errors would snowball throughout the order fulfillment process.

Bhavsar relates how much simpler technology-enabled order fulfillment is: “Now, in the morning, we see the orders that have come in from Handshake. It sends the order confirmation emails, so customers know their orders are on the way. That’s great; we don’t have to do much.”

The back-office team is also able to have greater control over product and pricing information that’s being viewed in the field. While paper catalogs are outdated the day they’re printed, the team keeps their digital catalog up-to-date with the latest stock information and comprehensive product descriptions, syncing as soon as it’s updated.

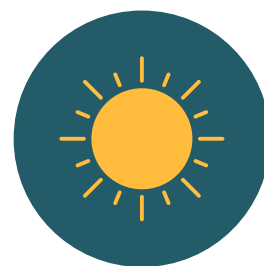
In addition, Bhavsar updates product inventory levels in Handshake on a daily basis, so reps and customers alike are always aware of what’s in stock when placing orders. What’s more, Krinos has chosen to hide out-of-stock items from their digital catalog altogether, which has eliminated costly backorders. Krinos now relies on this inventory management system in Handshake as a trusted source of truth over their ERP, finding it to have better accuracy.

Krinos has noticed that a completely automated and accurate sales process has been key to establishing credibility with customers, particularly when expanding their business with larger retailers.

Bigger Stores, Bigger Orders

Krinos’s big-box customers make large orders characterized by a high number of SKUs. Given the substantially larger orders that are placed by these buyers, Krinos has found it more lucrative to send reps to meet with them onsite.

Between sales rep visits, Krinos’s buyers make use of their online ordering portal to place orders on their own time. This omnichannel



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Krinos has seen the impact of an omnichannel sales strategy across their business.

sales strategy, in which suppliers give their buyers multiple options to place orders from them, is used by brands like Krinos to differentiate themselves. In the competitive world of food distribution, retailer buyers, particularly larger ones, have their pick from thousands of vendors fighting for shelf space. The winning supplier is the one that makes ordering most convenient.

Krinos is seeing the impact of their omnichannel strategy across their business, with strong customer adoption of their B2B eCommerce portal and increasingly larger orders.

Results after Implementing Handshake

■ Significant Customer Adoption

80% of Krinos's buyers place orders online, an adoption rate significantly higher than the [industry average for manufacturing and distribution of 44%](#). Krinos drove adoption of their B2B eCommerce portal using three main strategies.

1. Pre-Launch Email Marketing

Before the launch of Handshake Direct Online, Krinos created and sent a marketing flyer letting buyers know that online ordering was coming soon. They also included a footer in all email communications that made mention of the upcoming launch.

2. Calls and Personalized Onboarding

For a personalized approach, the Krinos team called all high value accounts when the portal was launched. In addition, for buyers that were perceived as potentially less tech-savvy, arrangements were made for a personal onboarding session to walk them through placing their first order. "I wanted to get them set up, and then after that, they've been doing it on their own," says Bhavsar of their onboarding process.



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I'm glad we have Handshake. We're using Handshake Rep for our sales team and Handshake Direct Online for many of our buyers. Our reps love mobile ordering. Overall, it's an excellent product.

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Shawn Bhavsar,
Sales & Marketing, Krinos

Krinos' results include significant customer adoption, higher order value, and more strategic selling.

3. Recurring Promotional Emails

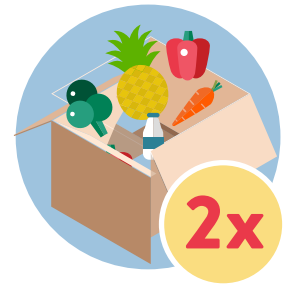
Krinos's marketing team sends weekly promotional emails announcing sale items. Buyers are able to login, quickly view, and buy any items on promotion for the week.

■ Higher Order Value

Since rolling out Handshake Direct Online, their online ordering portal, Krinos has seen a significant increase in their buyers' order size—on average, they have seen orders double across the board. This increase can be attributed to several factors. First, the self-service nature of B2B eCommerce results in greater product discoverability. Second, buyers are more likely to experiment with new products given the ease of ordering. Where inquiring about a new tapenade previously required calling a Krinos rep to learn more, buyers placing online orders can now proactively read product descriptions in the digital catalog, and they find it low-risk to add a box to their cart.

■ More Strategic Selling

Before Krinos automated their sales process, the team spent hours on the phone with customers writing and troubleshooting orders. Now that a bulk of orders are placed online, Krinos makes use of the in-person sales visit to add more strategic value. Notes Bhavsar, "We try to visit all the stores and talk to the owner, make suggestions based on their space. A lot of people don't know what products to keep and what not to keep, and we can help with that." In this way, Krinos uses technology to automate the transactional components of the sales process, enabling them to leverage their deep expertise as a niche food and beverage distributor and provide significantly more value to their customers.



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Some of these stores have doubled their average value. People are ordering products that they wouldn't have ordered before. They see new products, and they want to try them out. We're changing the way our customers are buying.

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Shawn Bhavsar,
Sales & Marketing, Krinos

Today's B2B buyer prefers to do business with distributors who make ordering convenient.

Today's B2B buyer can afford to be choosy. Whether it's the convenience of online ordering or a consultative, in-person conversation with a sales rep, the modern food retailer prefers to do business with distributors that make life easy. Companies like Krinos have been able to provide this convenience using mobile order writing and eCommerce solutions, automating their previously manual processes.

To find out how Handshake can help your business reach larger customers by automating your sales and ordering processes, contact us today.

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Krinos Results: At a Glance

- 80% buyer adoption
- Doubled average order value
- More strategic selling