

Client context and our objectives

Client context	Approach	Impact
<ul style="list-style-type: none">▪ Client is part of a promoter led USD 1.5 bn conglomerate with businesses spread across electricals, infra, auto and IT▪ Client is the group’s building materials company with annual turnover of USD 150 mn (80% of which is from a single SBU) <div>Client name: X Team set-up: X Fees Structure: X</div>	<ul style="list-style-type: none">▪ We have been working in a partnership with the client for the last 2.5 years focussing on sales transformation▪ FY 2014 was a bad year with market contracting for the first time in a decade▪ Despite multiple attempts earlier, organisation was struggling to provide adequate focus to new products▪ There was high attrition at top leadership and in sales organisation <div>What was unique: X</div>	<ul style="list-style-type: none">▪ Create an organisation structure which facilitates growth of multiple products▪ Provide fillip to primary business and accelerate sales growth in other business▪ Move to a low-cost manufacturing base▪ Create institutional capability (e.g., sales academy) for impact sustainability

Sales academy - key process changes and enablers put in place

Monthly sales planning

Stockist name	Sub-stockist name	Last year same month (MT)	Last quarter monthly average	Volume plan for month (MT)	Month start date					Total visits planned
					01-Sep	02-Sep	03-Sep	04-Sep	05-Sep	
A	Own shop	5	5	5	Yes	Yes				
A	JAGDISH PRASAD JAISWAL	5	5	5						
A	SHRI DURGA IRON STORE	5	5	5						
A	NITISH TRADERS	5	5	5	Yes	Yes				
A	GUPTA H/W	5	5	5						
B	Own shop	5	5	5						
B	JAISWAL BUILDING MATERIALS	5	5	5						
B	ANNAPURNA CEMENT AGENCY	5	5	5			Yes			
B	SHRI BHAGWATI BUILDING MATERIALS	5	5	5						
B	VINOD TRADING COMP	5	5	5						
C	Own shop	5	5	5						
C	ANIL KR. ARJUN KR	5	5	5				Yes	Yes	

Sub-stockist level granular sales and journey plan for the month

FSO / SH performance score card

FSO name

Select start date

FSO Score

Select end date

Parameter	Metric	% Weightage	Target	Actual	% Achieved
Sales volume	Overall sales volume	5%			NA
	Key stockist volume	5%			NA
	New priority stockist volume	5%			NA
Network expansion	# New stockists appointed	5%			NA
	# New sub-stockists appointed	5%			NA
	Sub-stockist counters mapped	5%			NA
Monthly planning process	Sub-stockist volume plan	5%			NA
	Journey plan	5%			NA
	New stockist conversion plan	5%			NA
Journey plan compliance	New sub-stockist conversion plan	5%			NA
	% Visits planned vs actual	5%			NA
	% HIL channel covered	5%			NA
Commercial compliance	% Stockist tracking inventory	5%			NA
	% Stockist inventory level compliance	5%			NA
	% Stockist DSO compliance	5%			NA
Action log	# Stockist issues open for > 15 days	5%			NA
	# Stockist issues open for > 30 days	5%			NA
Performance dialogue	Daily sales huddle	5%			NA
	Weekly sales review	5%			NA
	Monthly sales review	5%			NA

Balanced score-card to track FSO / SH performance on input as well as output metrics

FSO log book

Field Sales Officer Log Book

Order Form

Enabler to help FSO execute channel partner related roles (order taking, inventory stock, issue recording)

Review cadence

Performance review architecture for AIM

1 Daily sales huddle

2 Weekly sales review

3 Monthly sales review

Review architecture to track module implementation and success