# Largest housing material manufacturer – optimized sales channel network and account allocation based on virtual PL by accounts

## Situation

- Largest **housing material equipment supplier in Japan**

- After rapid in organic growth, **B2B sales channel network became so complicated…**

- President of the group **ordered its optimization but no one grasped overall picture**

## What we did

- We analyzed the whole accounts data and **developed sales channel network map**



- **To design efficient channel network**(e.g. accounts to go or delegate to distributor / areas to promote integration), we **calculated each accounts' virtual PL by bridging sales database & daily report data base, then found a lot of OP minus accounts**
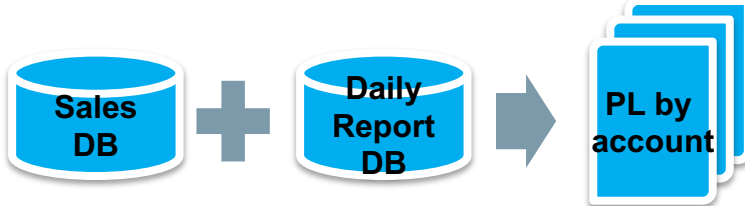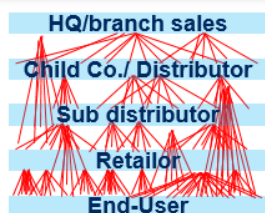


- **Designed integration plan and account allocation**
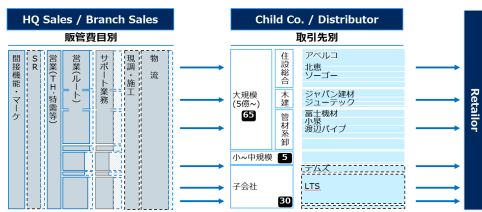


## Impact

- OP+: Published **mid-term management plan** and executing restructuring of channel network **to improve OP $ 100~ mln**

- Corporate culture change: **from Sales/Gross profit based account planning to Operation profit based accounts PDCA**