

CLIENT Case Study

BUSINESS BUILDING

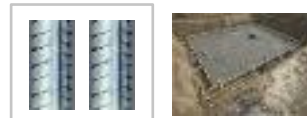
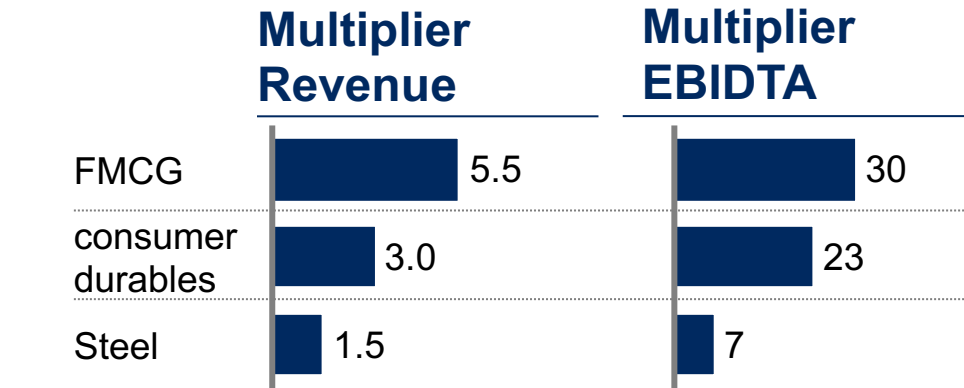
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One of Asia's largest steel maker (~\$9 billion) is looking to break the 1% CAGR routine to grow by 5% CAGR and create higher value to shareholders

Consumer durables will have higher growth rate & shareholder value multiplier

- Steel is a commodity and companies have less pricing leverage, even after branding
- Over supply of steel in the last decade have kept pricing low
- Company has sluggish 1% growth rate, and wants to break away from the commodity pricing shackles to create higher shareholder value



Steel Re-Bars



Doors & Windows

Steel value @
` 50/kg



Steel value @
` 500/kg

Objective of the program

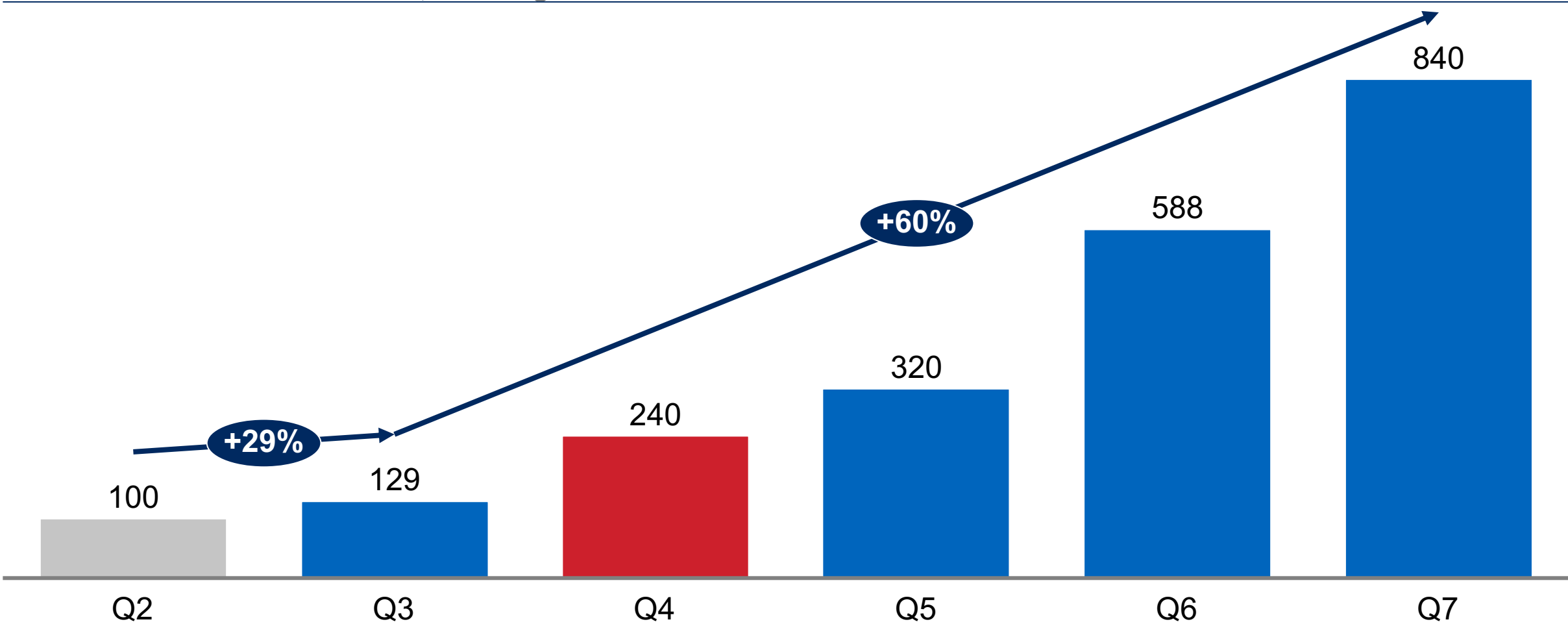
- Build a consumer durable business for their value added products – starting with doors/windows and then for wardrobes
- Set this business up for 30-40% CAGR business for the next 5 years
- Build a consumer durables organization that can sustain this business after we leave (a major deviation from the steel making and B2B2C steel selling)

CLIENT hit a ~9X monthly run rate 10 months after we started the program – work toward which included functions beyond sales & channel

Starting at \$ 3 mil to \$ 30 mil in 10 months and on the way to \$ 150 mil by end of 2019

■ Program started

Growth of sales in 9 months, Bookings normalized



8 key initiatives across 4 major functions that drove the impact

Sales & Channel

- **30 new distributors added expanding the current reach from 30% to 70% -** Distributor addition time reduced from 0.5-1 year to 2 months
- **100+ sales executives hired, trained and deployed on prioritized districts in 1.5 months** – we leveraged 4-5 hiring agencies, batch days and selling point to achieve this
- **Extensive lead generation system put in to drive 10,000**

Product & supply

- **Increased capacity from 1500 doors to 15000 per month in 10 months** by adding 2 new manufacturing units and china sourcing (This is a new product, hence all set up was ground up)
- **Released 30% on PnL through DTV – helping**

Organization

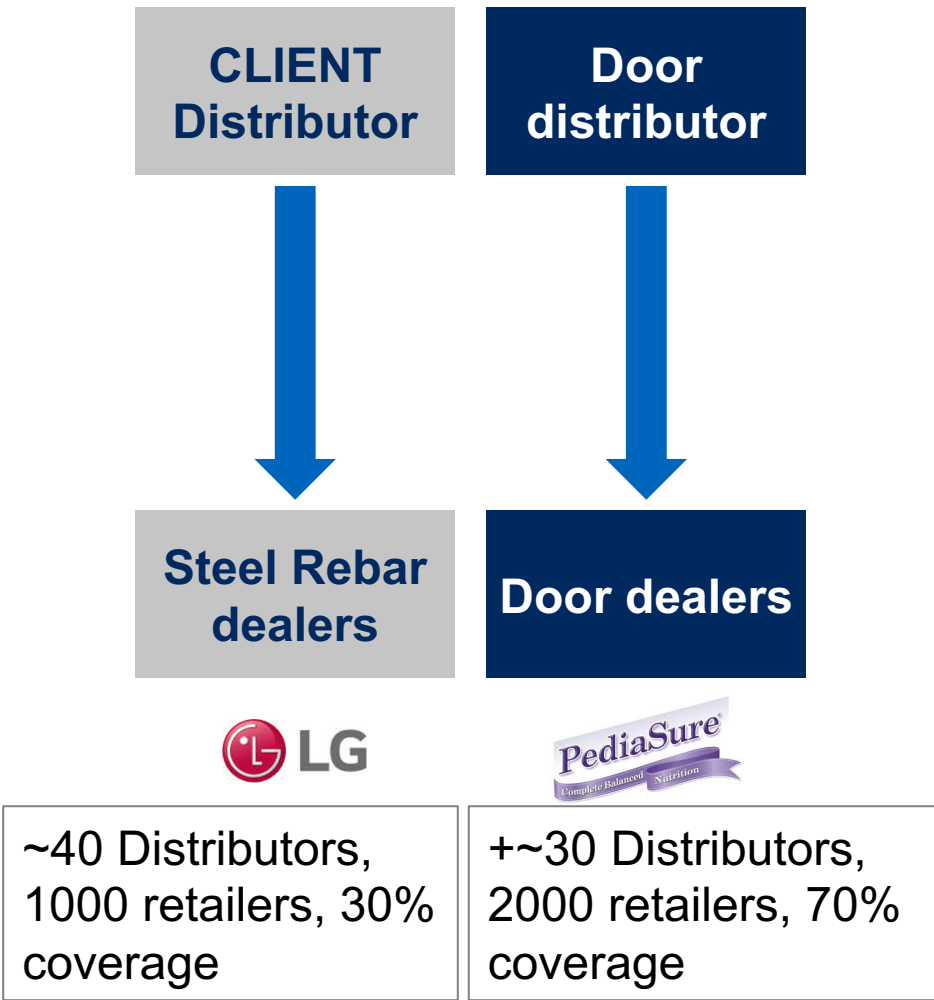
- Business milestone linked organizational blueprint to scale up from just **1 member in Nov'XX to 25 now and towards 75 by Jan'XX**
- **Introduced innovative staffing model**, recruited experienced sales persons from related industry to drive every problem solving for growth

Marketing

- **Built a CDJ based marketing campaign** - we worked with JWT to create the campaign, media mix to generate leads in prioritized areas

We appointed 30 new distributors in 8 weeks to help achieve 100% coverage

Creating new reach model



Created a system to accelerate channel expansion at a distributor level

- 15% of the existing channel fit for selling and servicing doors and windows business – thus providing only 30% of the required coverage
- Company had a long drawn process to appoint distributors and typically took 6 months to appoint 1 distributors
- We created a 8 week process (organized company around it) and drove a ‘batch day’ type process to appoint 30 new distributors across the country with capability to drive 70% of the required coverage
- We added 4-5 distributors in a territory compared to 1 previously, as this business as oppose to steel needed more depth in reach

Innovative staffing model, with full time experts on boarded to act as regional sales lead and coaches

Sales expert	Profile	Role in CLIENT
Sambhav Malhotra	Brings 10+ years of experience in Asian Paints across different verticals of channel sales and B2B sales and marketing	Setting up lead management process and enablers for conversion for B2B housing segment
RM Venkateshwar	Brings 19 years of experience across B2B and B2C in consumer electronics with Whirlpool, LG Electronics, Philips Electrolux and Haier Appliances	<ul style="list-style-type: none"> Development of channel in their region to ensure effective micro market coverage On-ground stake-holder management to ensure implementation of enablers set up by central team In-time sharing of insights from the field with central team to shape next steps
Narain Das	Brings over 25 years of sales experience in channel sales from across consumer durables, telecom & renewable energy and LED lighting industries	
Chirag Kapadia	Bring 11 years of experience in Asian Paints handling sales and marketing across Hyderabad, Gujarat and east India	

100+ sales executives enabled to drive sales on ground to enhance consumer demand

Hired



- 200+ candidates interviewed across 20+ batch days in 18 cities
- Varied background across construction material, consumer durables and other direct selling sectors
- Average work experience of 2-3 years

- All SE trained over extensive one day workshop in North and East
- Topics covered include Consumer Behavior, Product Knowledge, Lead Management and Sales Planning



Trained



Equipped for success



- “Selling Point” App launched in North as pilot & practical training imparted to all SE
- Leads provided to each SE by BM/SM and continuous process for each collection and allocation put in place