Developing Key Interventions to Drive Sales Force Effectiveness and Deliver Incremental Sales

Mid-sized consumer company (Asia-Pacific)- we developed key interventions to drive sales force effectiveness and deliver incremental sales

Situation

- **Mid-sized promoter driven consumer company** with leading brands in niche segments

- **Flattening sales over the years with high dependence on wholesale channel** (as compared to traditional retail)

- **Identified process & capability gaps to driving effective coverage and range-selling** across the sales team

What we did

- **Improved Range:** Defined a "must stock list" by outlet type (based on historic sales and strategic needs). Developed a tool for salesmen that recommends the products to be sold (based on MSL, store-type & past purchase)

- **Improved Coverage:** Conducted a time study (time taken for a sales call by outlet type) & developed a tool to design an optimal coverage plan (based on Selling steps, total time available, avg. call time/outlet & type of outlet)

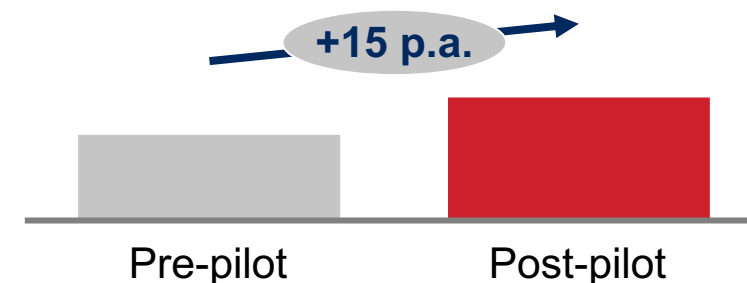### M&S Expertise
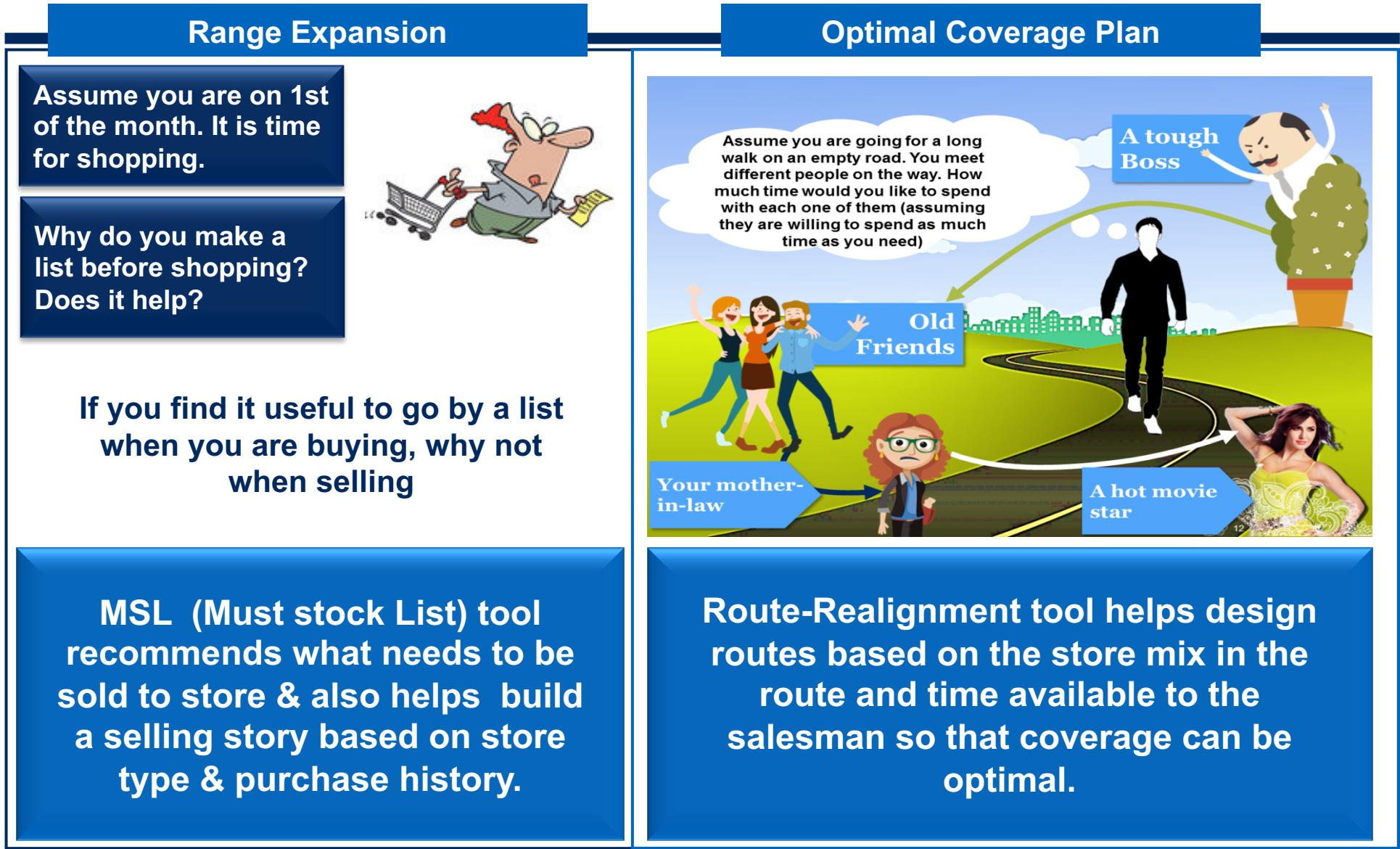
Javed Kadir

Aravind Thippanaik

Kaustubh Chakraborty

Impact

Sales Uplift
N (Pilot) = ~12,000 outlets

+15 p.a.

Pre-pilot   Post-pilot

- **Significant national impact across**
    - Outlet effectiveness coverage
    - Number of lines sold per outlet
- Complete rollout pan Asia-Pacific will translate to **$10 Mn** incremental revenue in traditional trade (+7.5% incremental growth over a 12 month period)

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Simple messages were used to drive importance & understanding

Range Expansion

Assume you are on 1st of the month. It is time for shopping.

Why do you make a list before shopping? Does it help?

If you find it useful to go by a list when you are buying, why not when selling

MSL (Must stock List) tool recommends what needs to be sold to store & also helps build a selling story based on store type & purchase history.

Optimal Coverage Plan

Assume you are going for a long walk on an empty road. You meet different people on the way. How much time would you like to spend with each one of them (assuming they are willing to spend as much time as you need)

A tough Boss

Old Friends

Your mother-in-law

A hot movie star

Route-Realignment tool helps design routes based on the store mix in the route and time available to the salesman so that coverage can be optimal.

Improve Range : Must Stock List tool

| Distributor | REKHA ENTERPRISES - 3182 | | Date | 14/05/2015 18:17:41 |
| Beat Name | CLOCK TOWER (3182) | | MR | NIZAMUDDIN (3182) |

S.No	Retailer	Must Stock Brands	Retailer billed (Last Month)	Retailer billed (Last Month)	Retailer billed (Before Last month) & Neighbor billed (Last Month)	Retailer Unbilled & Neighbor billed (Last Month)	Retailer Billed (Before last month) & Neighbor Unbilled	Unbilled MSL
1	Prasad Medicals	11	1	Cool Talc,		Oil (Bottle), Cream,I		Oil (Rs.1 Sachet),I Cream (Rs.10 pouch),I Facewash,] Oil,S I ,I Cool Talc LUP, LUP,

What did we do?

1 Defined the 'must stock list' across store formats and classes based on current sales and strategic importance

2 Developed an Excel tool that helps identify MSL gaps by store to help MR sell intelligently

3 Trained to MRs on 'must stock list' and selling skills

4 Created periodic drives at retailer via 'basket brand promotions' to build retailer stocking and drive MSL

'Must Stock List' defined

MUST STOCK LIST GUIDELINES

Improve Coverage : Route (Beat) Realignment tool

SUMMARY					Step 2: Press button to goto Action sheet							
			RED	87%								
			GREEN	13%	Goto Step 3 –Take Action							
	Standard Time		8	8		Beat Time		Count of Retailers in Beat			Action 1: Make retailers Fortnight	Action 2: Move Retailers to Another Beat
				Fortnightly								
Count of cust_cc			Frequency	New Class		Time Week 1-3	Time Week 2-4	# Retailers in Week 1-3	# Retailers in Week 2-4	Beat Status		
			Week 1-3									
MR name	New Beat		C	D								
Chatur	ANAND VIHAR					418	418	35	35	●	0	0
	anand vihar1					422	422	38	38	●	0	0
	KRISHNA NAGAR					471	471	37	37	●	11	0
	LALITA PARK					411	411	43	43	●	3	0
	SHASTRI PARK 1					292	292	30	30	●	-14	-14
	SHASTRIPARK					265	265	28	28	●	-16	-16
	SILAMPUR 1					398	398	42	42	●	2	0
	VISWAS NAGAR 1					603	603	59	59	●	39	0
Lalit	AJIT NAGAR 1					224	224	19	19	●	-21	-21
	BIHARI COLONY					340	340	35	35	●	-8	-8
	CHAND MOHHALLA					501	501	39	39	●	16	1
	kanti nagar					396	396	41	41	●	1	0
	LALITA PARK					284	284	30	30	●	-14	-14
	mukesh nagar					407	407	43	43	●	3	0
	shakarpur					399	399	37	37	●	0	0
	VIVEK VIHAR					374	374	33	33	●	-1	0
Raksh	GANDHI NAGAR 1					813	813	65	65	●	32	51

Instructions | Step 1a- Input | Step 2- Results | Step 3- Action

What did we do?

1. Defined MR selling steps and estimated time required by store class

2. Developed a time-based beat planning tool that helps identify beats that need to be optimized based on mix of outlet class and time available with MR

3. Workshop with ASO to train on how to run the tool and identify beats to realign. Additional manpower requirement was identified

4. ASO and MR team to re-align beats based on tool output and start servicing as per new plan New MR hired and trained

'Selling Steps defined defined

1. **P**-Planning & Preparation
2. **G**-Greet the retailer
3. **S**- Store Check & Merchandising
4. **S**- Sell the order
5. **O**-Objection Handling
6. **C**-Closing the Sale
7. **C**-Closing the day

Class Store	Average Time Spend	Ideal time required (As per the time study)
A	10 — 5-10 min	17 — 17 min
B	5 — 2-5 min	12 — 12 min
C	5 — 2-5 min	8 — 8 min

'Time Study'