

One of the largest Tile players in Asia– we institutionalized basic & advanced modules for frontline sales, redefined organization structure and resolved pending dealer issues

| Situation | What we did | Impact |
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| <ul style="list-style-type: none"> ▪ 2 year transformation program with one of the largest tile players in Asia ▪ The client faced strong head-winds, both in performance and health – with 15-20% sales volume degrowth y-o-y over successive quarters. Transitioned from largest player to 3rd largest tile player in Asia within 2 years ▪ Therefore, the 2 year transformation program converted into a turnaround program | <ul style="list-style-type: none"> ▪ Institutionalized basic and advanced sales modules for frontline sales e.g. DAP, PJP, monthly planning, counter staff training, display, contractor module, architect meet, product value proposition etc ▪ Redefined the Channel architecture and split the sales organization into 3 verticals to increase focus on premium product verticals ▪ Resolved 550 pending issues covering 300 priority dealers (display upgrades, pending credit notes, quality issues etc) ▪ Institutionalized weekly TO reviews and automated dashboards ▪ M&S Expertise <ul style="list-style-type: none"> – Harsh Chapparia – Sudipto Paul – Jaidit Brar | <ul style="list-style-type: none"> ▪ De-growth has been arrested: From 10-20% degrowth in Q1FY17 and Q2FY17, to 5-10% growth in Q1FY18 and Q2FY18 (market growth rate) ▪ Premium product share increased from 28% to 35%, leading to increase in contribution margin |