






# Selling Point - last mile sales force automation solution that can be leveraged towards commercial excellence deployed at steel client in India

Growth	Actions	
<div><p><b>INR x</b> increase in EBITDA</p></div> <div><p><b>400%</b> topline growth in 6 months</p></div>	<div><p>Invest</p></div> <div><p>Create</p></div> <div><p>Perform</p></div>	<ul style="list-style-type: none"><li>Selected a product vendor based on product fitment and time to market to deliver a best in class salesforce automation tool</li><li>Evaluated the TCO and profitability</li><li>Formed a client central team to successfully scale out the transformation pan India</li></ul> <hr/> <ul style="list-style-type: none"><li>Co-Created the product which captures the best practices based on McKinsey’s experience on Sales Transformations and can be deployed in client situations in 3-4 weeks</li><li>Customized the product for a large steel client in India</li></ul> <hr/> <ul style="list-style-type: none"><li>The digital product enabled a 5x increase in sales in 8 months</li><li>The product standardized the sales process and helped in reporting real time data which enabled the leadership to take strategic decisions</li></ul>

# A business building effort with an Indian steel major is helping them set up their first consumer durable business with a target of \$150 mn in 1.5 years

Program started

Client context

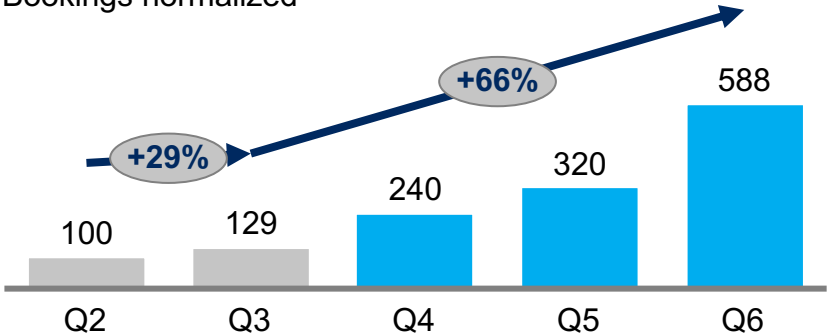
➤ Approach

➤ Impact

- **100% aligned objectives and hard currency impact measurement** creating a true performance partnership
- **Experienced sales managers hired on contract to drive sales on the ground** – 10-12 years experienced sales managers from industry recruited on contract
- **Deployed a sales force management app – Selling point.** Helps in lead & performance management

- **Leveraged CDJ** for early stage decision making – **retail stores with premium construction material** (thus gaining traction on day 1 on sales with minimal ATL)
- **Expanded reach through new channels** – conducted batch days to appoint distributors in white space markets
- Brought 150 sales force into action (trained and equipped) in 1.5 months – enabled with salesforce app for faster productivity ramp-up
- **Continuous product improvement** – introduction of internal doors, windows to create a basket of product which had a higher conversion rate than the external door alone

Growth of retail sales in 6m months, Bookings normalized



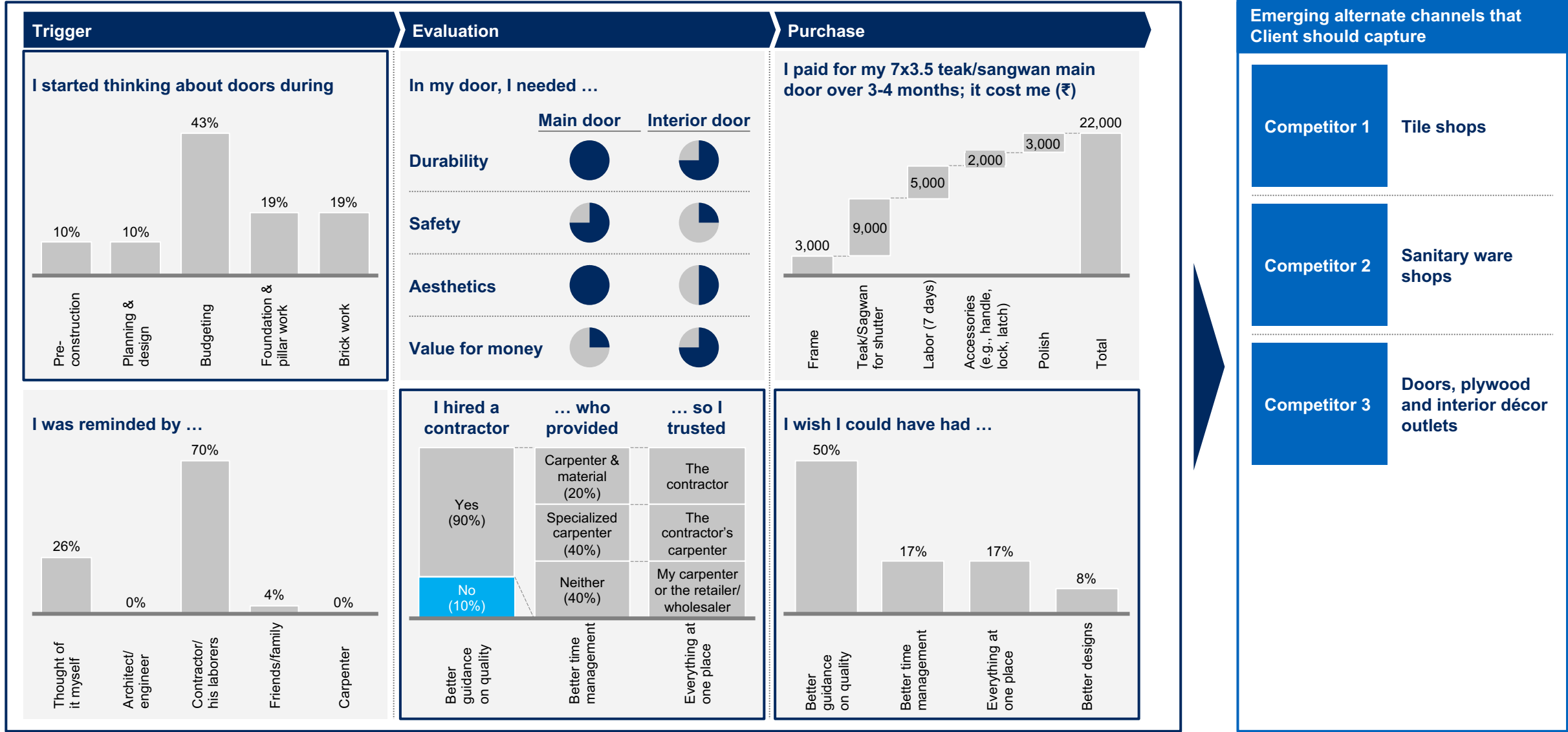
Where is impact opportunity ...

- **Innovation on channel** – Bring in new channel players for speed of growth- from distributors covering ~20 districts to 5 districts. Helping them **go deeper in the market with better consumer satisfaction**
- **Product and service differentiation** to win market against competitor - Ring fence market with impeccable service & product design in an attractive market where competitors are entering in large numbers

Client name: X  
Team set-up: X  
Fees Structure: X

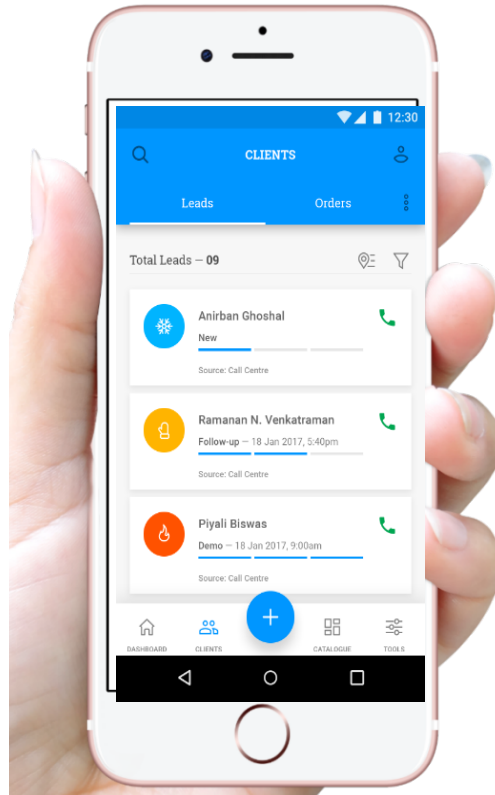
What was unique: X

# Consumer Decision Journey (CDJ) leveraged to identify additional channels options for selling steel doors



# Selling Point app developed and deployed - provides transparent funnel management leading to 50% faster reach to efficiencies

Standardization of sales design, lead prioritization and real time data for performance management



Real app image

Quicker to efficiency, 10-20% management time saved on performance improvement

- 50% MoM performance improvement of sales force, 4 months to effective sales<sup>1</sup> vs 6-8 months on average
- 0.5-1 day/week saved for sales managers due to lower excel and analytics work
- Real time performance visibility to upper management for focused problem solving on perf

<sup>1</sup> 100 units sales expected from each sales force per month

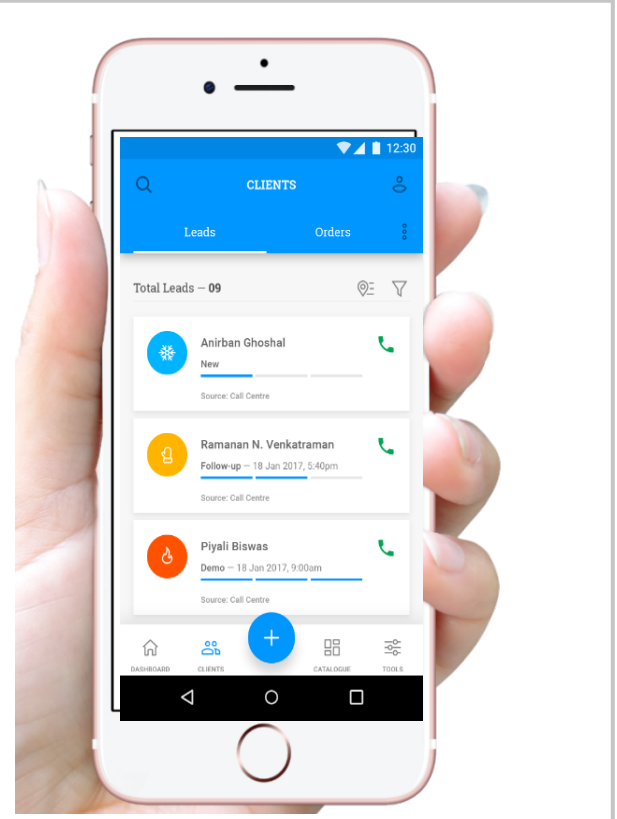
# A business building effort with an Indian steel major used Selling Point which helped them achieve ~5x growth in 8 months

■ Program started

**Context: Market ready products 7X of allocated budget**

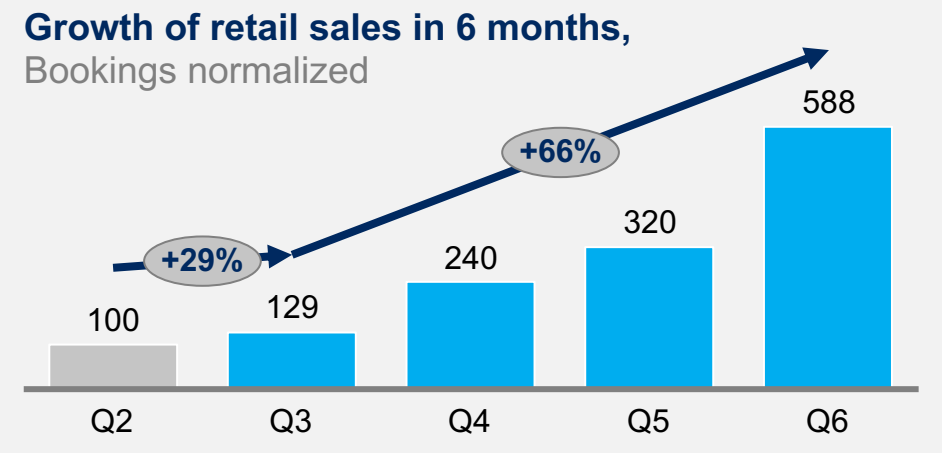
- New direct selling channel created by recruiting 150+ sales executives on the payroll of distributors
- Need to train salesforce and ramp-up productivity quickly within 3 months
- Need for a simple lead-management tool that can be installed directly on a smartphone and can work off-line

**Standardization of sales design, lead prioritization and real time data for performance management**



Real app image

**IMPACT: 5x increase in sales in 8 months**

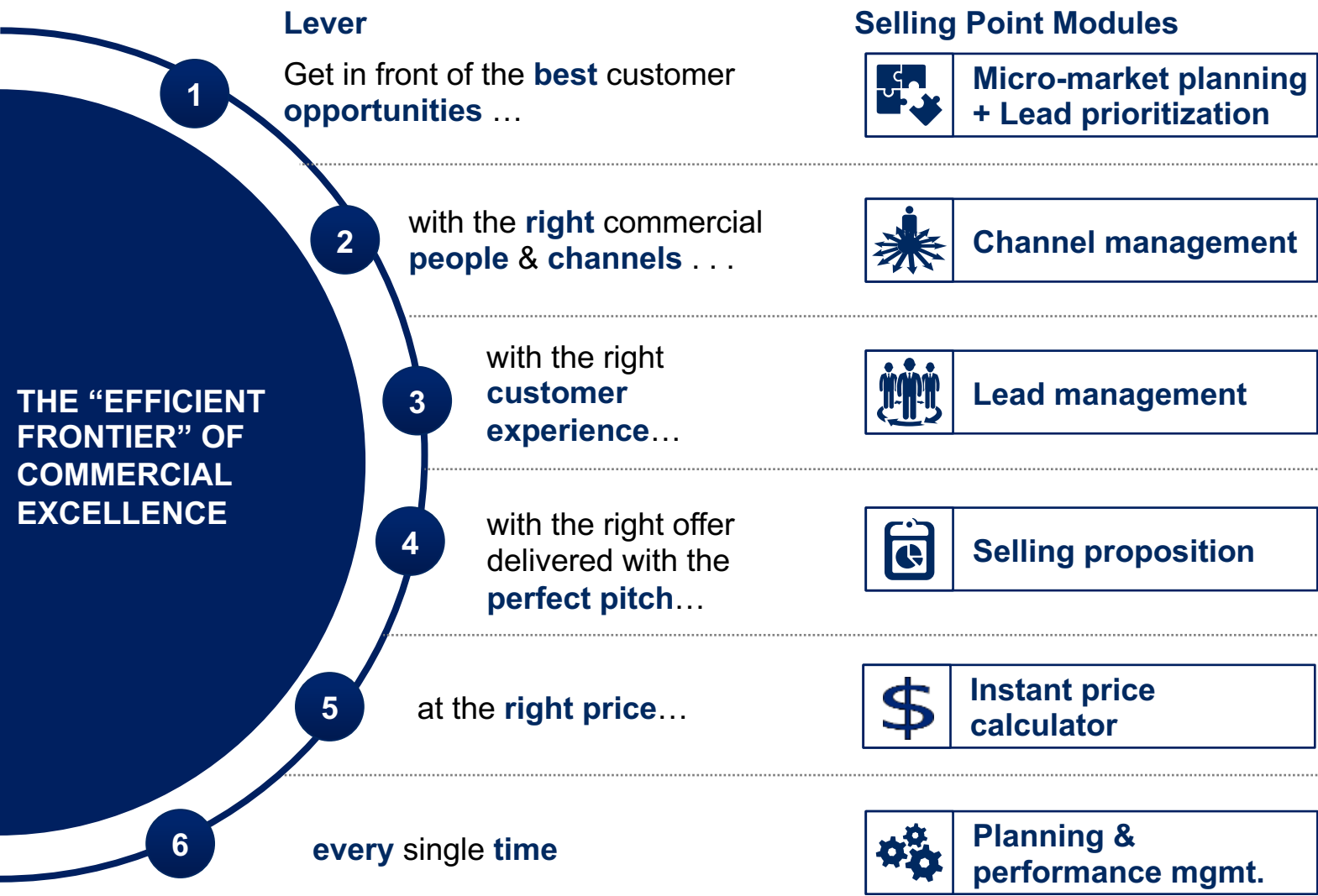


**Where is impact opportunity ...**

- **Industries with distributed sales force doing channel management or lead management.** Selling Point app can be deployed in any situation with 3-4 weeks of customization effort
- **Emerging market situations which need simple and scalable tools** Selling Point only uses 30% of features which are most important making it easier to adopt

1 100 units sales expected from each sales force per month  
2 Eg. Salesforce

# Selling Point embeds years of McKinsey learning into an easy to use digital solution



## Example: Features of Lead Management module

**The sales rep uses the app**

- Log meetings and other input activities
- Perform journey cycle planning (route planning)
- Track lead funnel with prioritized leads
- Make stage transitions from lead capture to conversion

**Managers closely monitor the on-ground progress with automated dashboards depicting**

- E2E channel performance
- Complete lead funnel view

**Sales reps to have**

- Access to collaterals (even when offline) that help them to shift the sales pitch from price to value centric
- White space scouting is enabled



... and solves some of the core issues with existing tools (eg. SFDC) and methods that companies employ currently

#### What are the issues with the existing tools/methods?

- **Salesforce.com**
  - **Over-configured** and **expensive** for emerging markets
  - Long deployment time (12 to 18 months)
- **Local salesforce solutions (Eg. Zoho in India)**
  - **Relevant for only a part** of the entire use case landscape (lead and channel management)
  - **Limited traction with the sales-force** – Non-intuitive UI, multiple data source to manage and report performance
- **Manual reporting of inputs**
  - **Cumbersome & inefficient** – takes typically 15-20% of sales force time, with data anomalies
  - **Absence of in full and real time information** available to upper and middle management

#### Why is selling point best suited to solve them?

- **Tailored for emerging markets & faster deployments**
  - Simple features, configurable features and cost effective
  - Quick to market – deployed in 1 month
- **Encapsulates McKinsey's 'battle-tested' approach across use cases**
- **Easier for frontline to adopt**
  - Intuitive and eliminated excel based reporting – less than 5% reporting time



# Guiding principles for clients to decide when to deploy Selling Point

**Selling Point is primarily a salesforce app that does Lead management and Channel management**

Modules	Relevance	Illustrative applicability
1 Lead Management	<ul style="list-style-type: none"><li>▪ Applicable in companies with (internal or external) sales team selling directly to end-customers</li></ul>	<ul style="list-style-type: none"><li>▪ Automotive: dealers sales team selling directly to customers</li><li>▪ Manufacturing: company selling intermediate raw materials to other OEMs directly</li></ul>
2 Channel Management	<ul style="list-style-type: none"><li>▪ In companies with sales team selling through a vast dealer/distributor network</li></ul>	<ul style="list-style-type: none"><li>▪ Travel: reps managing the travel booking channel partner (affiliate) network- i) own channels ii) travel agents</li><li>▪ FMCG: sales reps managing the entire dealer/distributor/retailer network for pushing sales</li></ul>

**Selling Point is not...**

- An end-to-end CRM tool
- An order management or transaction management tool



# Key Contacts



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