

# Salesforce management poses a unique set of challenges in emerging markets

**1**

Several thousand retail outlets spread across hundreds of micro-market; low level of standardization and automation across regions

**2**

Mindset of 'salesforce is a cost', rather than treating it as an investment

**3**

Cookie cutter approach of directly transporting tools from developed markets. Such tools are over-configured, expensive and require long deployment time in emerging markets

**4**

Inadequate investment in developing and using analytics engine to drive decision making

**5**

Performance management discussions focused on symptoms i.e. output metrics, limited attention to diagnosing root-causes

**6**

Outdated classroom based capability building for sales people run by HR

# Our experience suggests that debottlenecking salesforce productivity can drive 20-30% growth over baseline in 6-9 months in emerging markets

## Description of impact

### Cement

- 20% increase in salesforce productivity within 3 months of implementation launch driven by
  - 35% increase in #visits to retailers
  - 40% increase in #planned visits
  - 71% increase in #unique retailers covered

### Consumer durables

- 3X increase in the average productivity of the salesman in 12 months
  - 1.4X increase in efforts (Number of consumer interactions and demos)
  - 1.8X increase in average order size per consumer
  - 1.3 X increase in conversion ratio (Conversion / meetings)

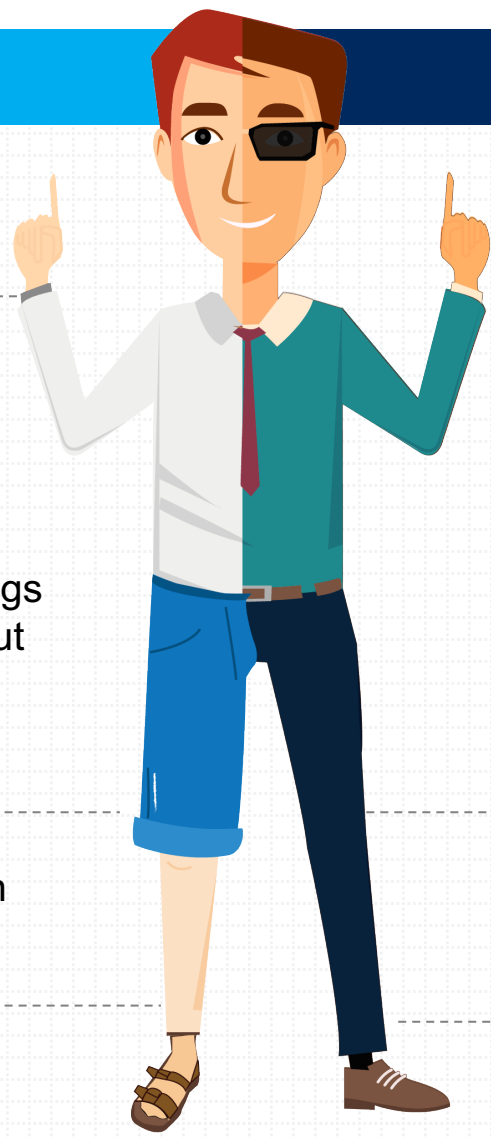
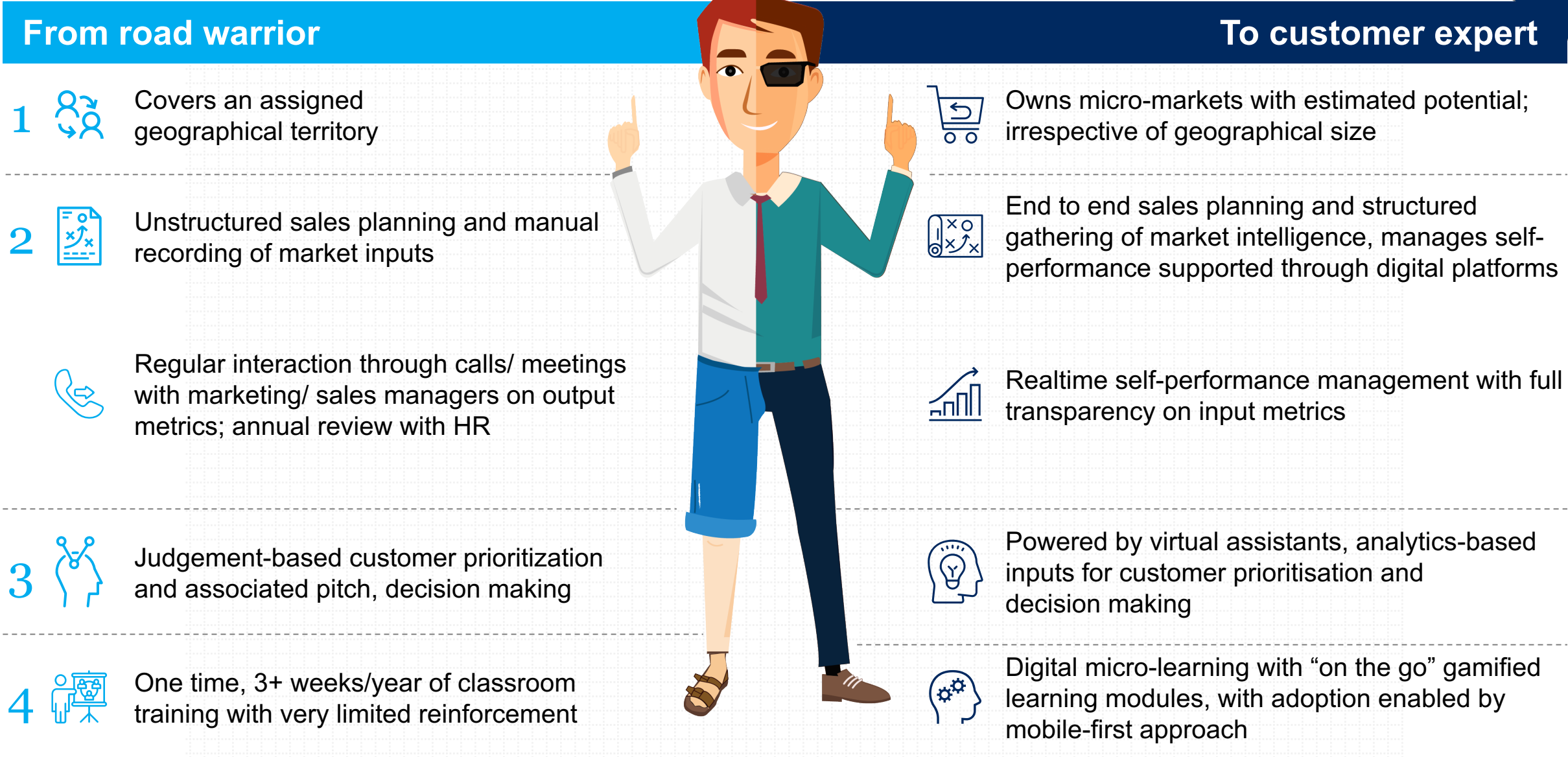
### Pharmaceuticals

- 5-7% difference in sales target achievement between top quartile and bottom quartile scorers on the Ninja microlearning platform by
  - 91%+ adoption of the learning application
  - 60 mins+ per week spent on Ninja learning, more than their social media time and more than twice their pre Ninja learning time

### Automotive

- 40%+ improvement in overall sales conversion
  - 5x increase in proportion of high priority leads
  - 50% increase in timely follow-up of high priority leads
  - 70% increase in test-drives with high priority leads

# Salesforce of the future: from ‘Road Warrior’ to ‘Customer Expert’

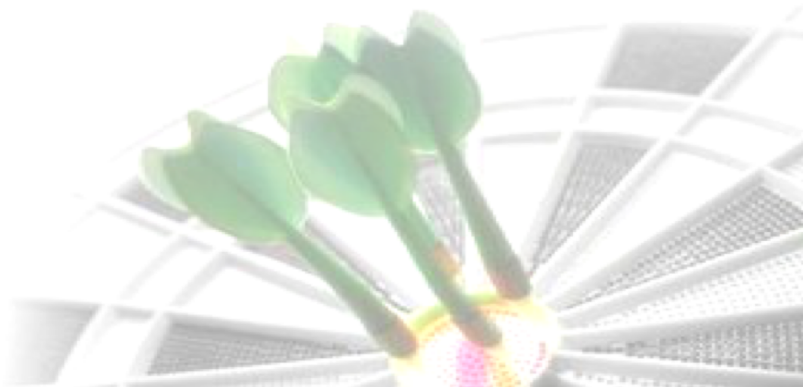


## 2 Overall context at a leading steel player in India and ingoing consideration for using a digital sales force solution

### Client context

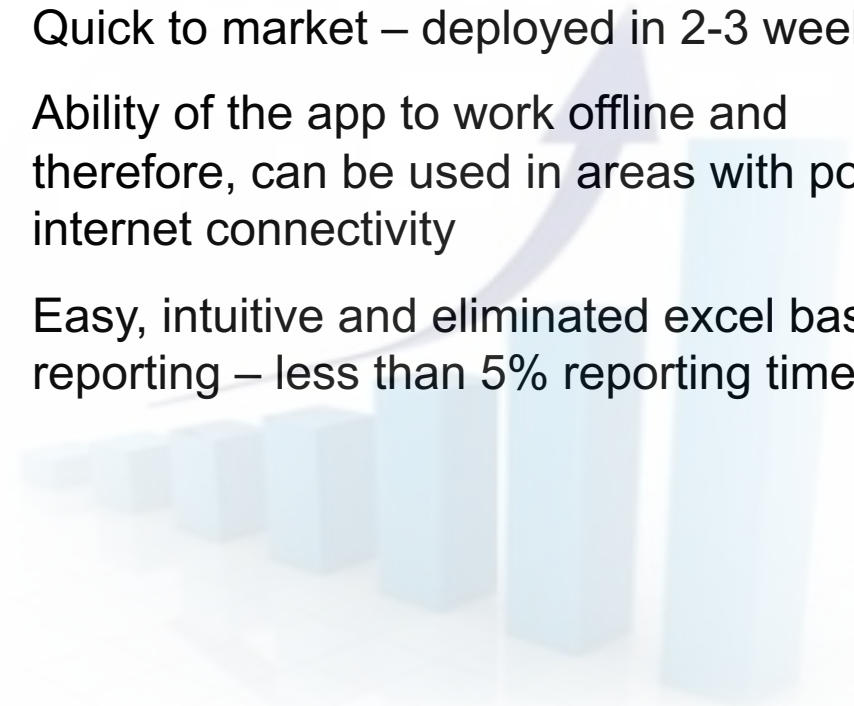
#### Market ready products 7X of allocated budget

- 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



### Ingoing considerations for digital

- Simple, configurable features and cost effective development
- Quick to market – deployed in 2-3 weeks
- Ability of the app to work offline and therefore, can be used in areas with poor internet connectivity
- Easy, intuitive and eliminated excel based reporting – less than 5% reporting time

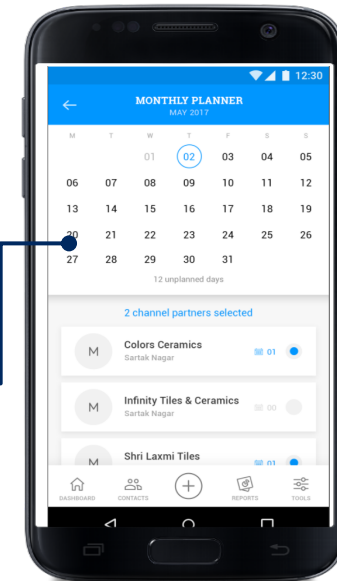


## 2 What we did: Developed a real time digital solution to aid salesforce effort on ground and real time performance management



**A** Tailoring approach and effort based on lead prioritisation (hot / warm / cold)

**C** Journey cycle planning made easier - dashboard view of plan for the day, reminders through in-app alerts on next steps, and more



**B** End to end lead management enabled - tracking past activity, scheduling meetings / demos, booking orders, and more

Distributor	SM	Total SE	Active Leads Per SE	Dealers mapped per SE	Consumer Interaction Per SE Per Week	Demos Given Per SE Per Week	Units Per Consumer	Units per SE
Distributor 1	SM Name	7	237.14	5.14	19.54	2.50	14.50	21.00
Distributor 2	SM Name	8	219.25	5.00	22.02	6.74	19.89	4.55
Distributor 3	SM Name	11	85.91	8.64	18.22	4.30	11.14	3.65
Distributor 4	SM Name	4	72.00	3.75	12.76	0.95	11.13	2.55
Distributor 5	SM Name	7	179.57	31.71	11.33	0.71	3.48	1.65
Distributor 6	SM Name	2	253.00	7.50	22.31	6.71	19.8	4.5
Distributor 7	SM Name	8	182.5	4.1	21.7	7.36	6.68	5.0
Distributor 8	SM Name	2	4.50	1.50	0.15	0	1.00	1.0
Distributor 9	SM Name	4	287.50	36.50	17.06	3.28	3.22	7.0
Distributor 10	SM Name	12	140.25	13.00	4.33	0.61	3.14	3.0
Distributor 11	SM Name	4	256.75	13.00	11.50	1.53	11.17	4.5

**D** What is causing drop from first interaction to demo?

**E** Is the executive following up on scheduled interactions?

## 2 Impact we had: 5x increase in sales in 8 months

■ Program started

### Growth of retail sales in 6 months

Bookings normalized

