

Largest glass manufacturer in Japan – we developed “Glocal” = “Global template + Localization” sales channel model to improve their OI margin

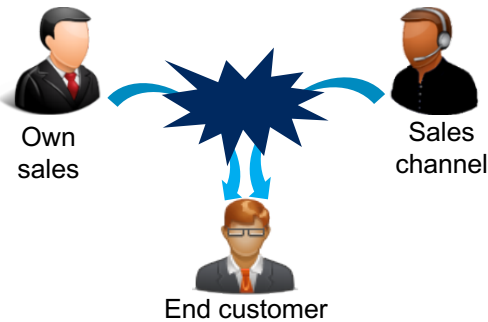
Client Context

➤ Approach

➤ Impact

- Largest glass manufacturer in Japan with over \$13 Billion in sales
- Key issue: Solve sales channel conflict and increase sales coverage

Sales channel conflict



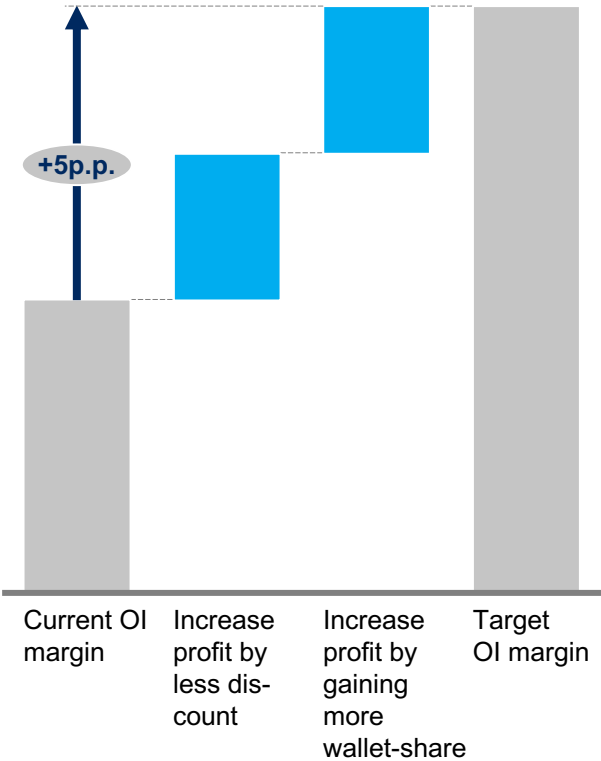
Lack of sales coverage



- Our sales have channel conflict with our sales channel
- Our sales don't have enough sales coverage

	Design “Glocal” sales channel program				
	Conduct quick diagnostics to develop strategy	Design global template of sales channel management	Select from global template	Identify gap between global and local sales channel	Develop glocal sales channel strategy with key levers
Objective	Understand current situation of the client and develop strategy	Design basic models for the client	Define the closest template for each country based on each situation	Understand the gap to design local strategy	Adopt key levers to implement glocal sales channel strategy
Expected output	Diagnostics results of current situation	Template of Global sales channel strategy	Selected basic sales channel model for each country	Diagnostics results of local situation (market, competitor, company)	Glocal sales channel strategy

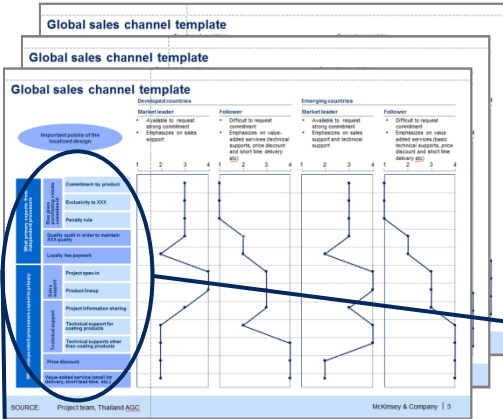
ILLUSTRATIVE



In the past, we were categorized as a competitor from our sales channel. Now we can develop true partnership model with them

We have developed key tools to design the clients “Glocal” sales channel strategy

Global template of sales channel management



- Simple and structured template
 - Market maturity
 - Own positioning

What primary expects from independent processors

Raw glass purchasing volume commitment

Commitment by product

Exclusivity to XXX

Penalty rule

Quality audit in order to maintain XXX quality

Loyalty fee payment

What independent processors expect to primary

Sales support

Project spec-in

Product lineup

Project information sharing

Technical support

Technical support for coating products

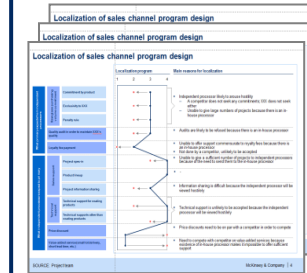
Technical supports other than coating products

Price discount

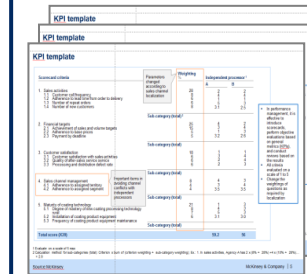
Value-added service (short lead time, etc.)



“Glocal” sales channel program



- Key for localization
- Current relationship with sales channel
- Competitors local strategy



- Performance dialog
 - KPI management
 - Feedback process
- Motivation improvement
 - Incentive program
 - Class categorization

Performance dialog

