

Largest pulp, paper and packaging producer in Asia – domestic commercial transformation to create a more FMCG-centric organization

Situation

- **One of the largest integrated pulp, paper & packaging producer** in the world, producing about 12m tons of paper annually
- **Stiff competition on the photocopy paper business** with Double A gaining market share **in Asia**
- **CEO need to transform the business** from an archaic business model **to one that focuses that us FMCG like to improve B2b business**

What we did

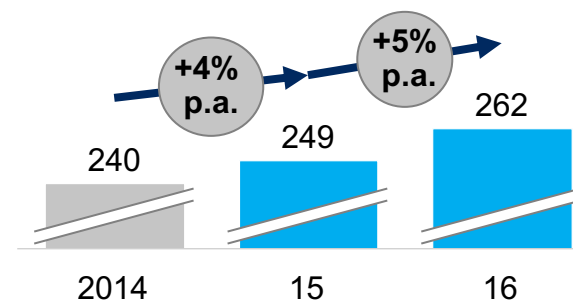
- **Revamped brand-price architecture:** Reduced from 8 to 5 brands and increase pricing on premium and mass PPC
- **Distributor network redesign:** Redefined/ mapped the entire RTM network across Asia. Reduced distributors to 1 main distributor for each region. Brought in ~3 new FMCG distributors including a corporate partner to crack into underpenetrated channels
- **Trade promotions, distributor performance management, salesforce capability building:** Developed joint business plans with each distributor in conjunction with the revised network
 - Conducted ~4-5 field & forum training sessions to upskill RSMs on network design, distributor management and pricing

Impact

- 6% volume growth (compared to 3% 2014-2015) leading to ~3-5pp share increase
- 2-3% price increase on key SKUs: first sustainable price increase in last 18 months

PPC annual volume

K MT



Market growth

2-3%

3%

Achievement vs target

0.98

1.06