

PANASONIC INDIA CROSSFIRE CONTEST

POST PROGRAM REPORT AND REVIEW

A brief synopsis of the Crossfire contest with detailed analysis and reports



Panasonic
ideas for life

Panasonic Crossfire Contest & Learning Program

BACKGROUND

The consumer durables industry in India is a dynamic sector with significant growth opportunities that has attracted several key global players. The consumer has a wide variety of choice with multitude of brands across price-points, which brings emphasis on the sales force to connect and expand with channel partners to capture a sizeable market share and stay ahead of the competition.

Capability of a sales force within the channel dictates the ability of a brand to flourish and grow, whereas a stale and ineffective sales environment can hamper and adversely affect the growth opportunities of a brand. It is essential to nurture and develop the sales force to keep pace with the competitive evolution in the industry.

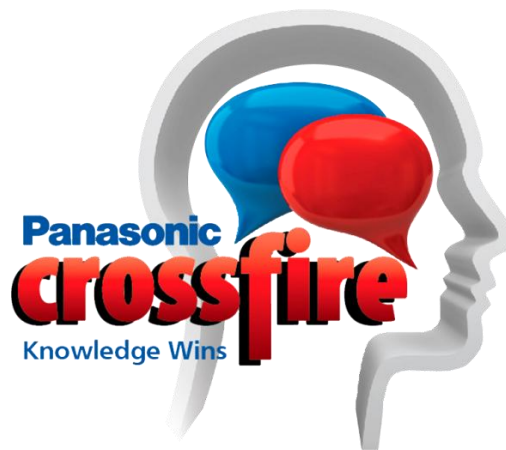
The Panasonic Crossfire Contest & Learning Program was an initiative focused on the growth and development of the sales force, while also measuring their current capabilities and identifying opportunities for improvement of the Panasonic sales force.

PROJECT SCOPE

A few Key requirements for a sales force with any interaction touch point are:

- Knowledge of products, its features and benefits
- Knowledge of competitors and market dynamics
- Knowledge and adherence of company policies
- Skills and ability to sell products

While selling skills are important in providing techniques for improving sales, knowledge of products and those of the competition are integral in attracting and sustaining a customer base. Better product knowledge also improves the communication ability through better knowledge of the foray of products, conviction to sell and handle customer queries and builds confidence in one's own capabilities



Customers today have a wide variety of choices and with an increasing range of products, customers and channel partners place importance on the company's sales force's ability to guide, direct, recommend or select the best option or choice,

based on their requirements, needs and expectations.

With the directive to test and improve the current knowledge and skill level of its sales force, Panasonic India adopted the Crossfire contest platform rather than a conventional method to nurture and grow the sales force capabilities.

The contest aimed to cover multiple role holders in the sales force hierarchy across India, starting with mass participation at branch levels and moving to zone and finally national level.

Crossfire Contest Participant Coverage

ROLE HOLDER PROFILES

The Crossfire contest was a pan India contest aimed to cover multiple role holders across the sales force hierarchy. It aimed to test as well as develop the overall competency of the entire sales force and built an overall awareness and appreciation for knowledge, skills and other sales related aspects. Participants covered under the Crossfire contest across India were primarily from the following four major roles:

- Regional Manager
- Branch Manager
- Area Manager
- Junior Sales Officer

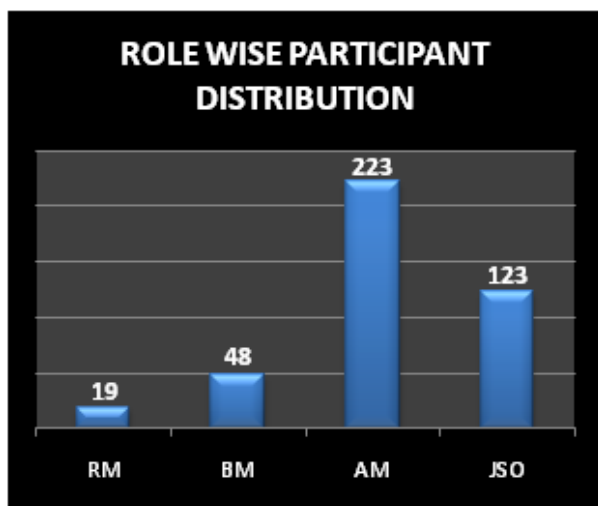


Figure 1 - Role wise participation

ROLE HOLDER DEPARTMENT CATEGORIES

The diversity of the Crossfire contest was not limited to only various roles of the participants but also extended to the different departments that were covered under this initiative. The

participating individuals from various role profiles were also categorised according to the departments they were aligned to within the organization. The various departments covered under the Crossfire contest were as follows:

- Consumer Product Division (CPD)
- Air-conditioned Division (Aircon or AC)
- Digital Imaging Division (DI or Camera)

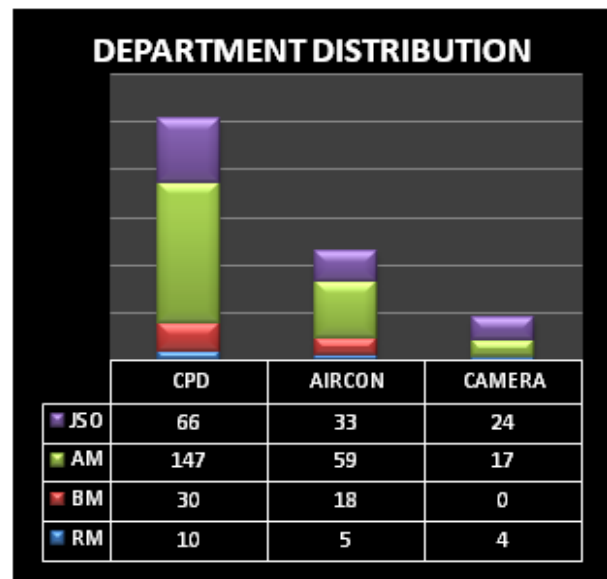


Figure 2 - Department wise participation

REGION & BRANCH OVERVIEW

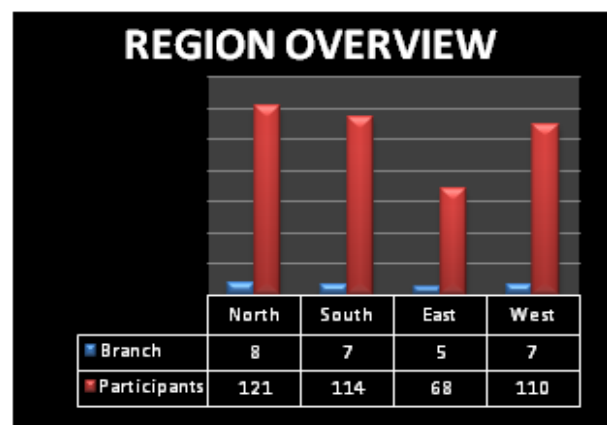


Figure 3 - Region wise participation

A total of 27 Panasonic branches were covered under the Crossfire contest across India with a total participation of 413 individuals across various roles and categories

Crossfire Contest Framework & Methodology

The Crossfire contest was structured into four levels:

Level 1

Branch level contest with online objective assessment

Level 2

Branch level contest with online objective assessment (advanced level from level 1)

Level 3

Zone level contest with interactive multiple assessments that included written test (subjective), role plays, product demonstrations and presentations

Level 4

National level contest with interactive multiple assessments that included, Analytical activity (Tower of Hanoi), problem solving & planning activity (Desert storm), role plays, product

demonstrations and on stage quiz contest

METHODOLOGY

The contest was an all around sales force development program that focused on various aspects contributing to the effectiveness of channel sales personnel.

Methodologies employed to assess and develop the sales force at various levels included:

Online Assessment: Participating individuals were tested through multiple choice objective questions that were relevant to their profile based on designation and department, which were divided into four categories of product, policy, market & competition and selling skills.

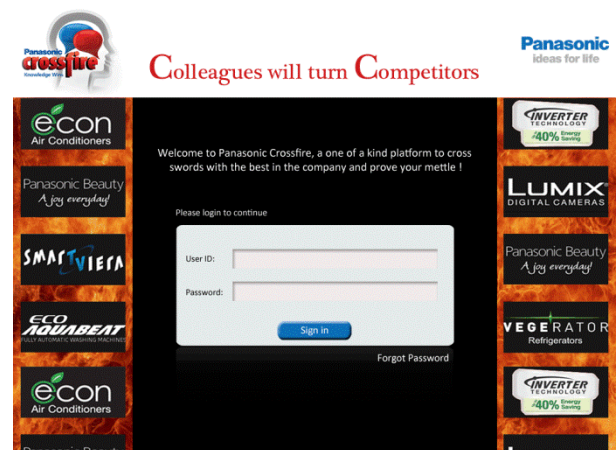


Figure 5 - Online assessment login page

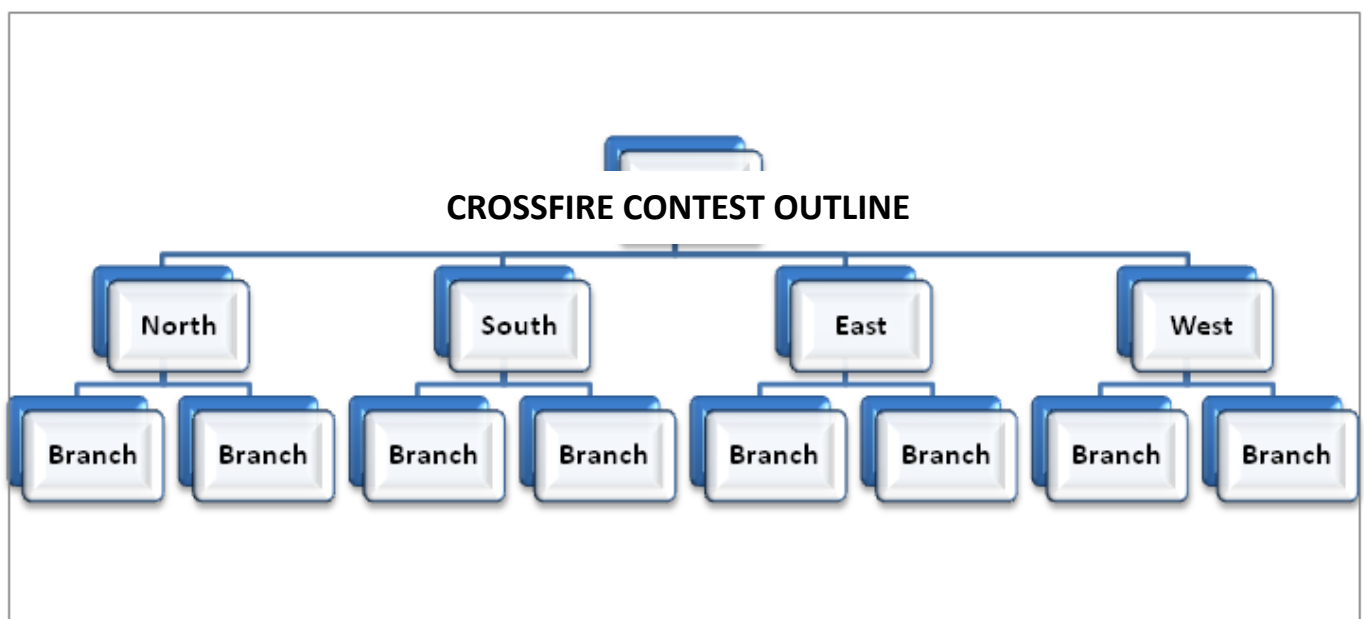


Figure 4 – Overview of assessment levels

Points were awarded for correct answer in the first attempt although they were allowed multiple attempts to find the right answer and learn for future reference. They were also given several days to prepare for the assessment and improve their overall knowledge. The Participants were tested at their respective branches through a web portal, covering all Panasonic branches across India in one day.

Written test: Participants were given a written assessment with subjective answer based on their profile and category to test their knowledge of products, competition and policy.



Figure 6 - Participants during written assessment

The assessment was also helpful in enabling participants to practice articulation of the knowledge they possessed in presentable and coherent format. Points were awarded based on most relevant and correct information presented in reference to the questions.

Role Plays: Participating individuals were put through high level sales simulations based on their real work life scenarios as per their profiles and were tested on their ability to interact with various channel partners.



Figure 7 - Participant doing a role play

They were expected to play their respective roles based on a defined situation with key focus areas and interact with skilled facilitators acting as customers. Points were awarded based on a comprehensive observation template designed to capture the various skills needed for an effective sales call.

Product Demonstrations: Participants were tested through demonstration of products from their respective department categories and also demonstrate products from a different category to assess their knowledge of products and ability to leverage the knowledge to effectively present these products to customers while showing them the benefits that are relevant to them.



Figure 8 - Participant preparing for demonstration

They were expected to present these products to the facilitator acting as the customer who would be interested in knowing the benefits and advantages of the Panasonic products. Points were awarded based on a comprehensive observation template designed to capture the various skills needed for product presentation and showcasing the strengths and benefits of the products to customers based on their needs.

Group Presentations: Participants were asked to develop group presentations on topics related to Channel Sales to test their broad understanding of various aspects of channel sales and also encourage learning through sharing of these presentations with the groups. This activity also aimed to encourage self learning and information gathering to stay well informed within and about the various aspects of the

industry while also developing participant's interest and desire for knowledge.



Figure 9 - Participants working on group presentations

Points were awarded based on a comprehensive observation template designed to capture presentation skills as well as knowledge of the respective topic assigned to the group.

Learning Activities: Participants were also involved in several learning activities and games that were included to test and develop the participant's high order thinking skills (analysis, synthesis and evaluation) that are important aspects of critical thinking. These activities included:

Tower of Hanoi – An analytical thinking game designed to develop problem solving and planning skills. The activity also helps to set goals, maintain the goals in memory, controls for performance, and also keeps distractions from interfering.

Desert Survival – An activity designed to test planning abilities based on foresight to anticipate problems and manage crisis.

Pipe Dreams – An activity aimed to build team collaboration, process orientation and alignment with goals and vision.

Thunder Bucket – An activity designed to inculcate team work and coordination within the team, plan and execution of targets and goals, manage change and realign to situations and interpersonal communication.

Quiz Contest: The Crossfire contest was concluded with a quiz show where the finalists

were showcased on stage and underwent several rounds of question formats, as described below, to compete for the top three positions who were rewarded with trophies and cash prizes.



Figure 10 - Participants on stage during quiz contest

Question Formats (quiz rounds):

Round 1 (Sequential questions) – Participants were asked questions from their category one at a time so that all participants had an opportunity to answer questions. All participants were asked equal questions during this round.

Round 2 (Rapid fire questions) – Each participant had the opportunity to answer a maximum of 15 question in rapid succession from their category within a minute.

Round 3 (Buzzer questions) – Participants were asked questions that were open for anyone to answer after pressing the buzzer first. Equal questions were chosen from each category represented on stage. This round also carried negative marking for wrong answers.

Round 4 (Extempore) – Participants were given a topic from one of the judges selected through a draw and had to speak on that topic for 3 to 5 minutes after which they were awarded marks from the judges along with their feedback.

Crossfire Contest Level 1 Synopsys

(Refer to Annexure I for sample formats)

Level 1 was conducted online across 27 Panasonic branches across India. Participants were given Login ID for the contest website where the questions were automatically filtered as per the participant's role and category. Each of the 393 participants was given a set of fifty questions with time limit of 80 seconds per question.

- Product knowledge – 20 questions
- Competition knowledge – 15 questions
- Policy knowledge – 7 questions
- Selling skills – 8 questions

RESULTS – LEVEL 1:

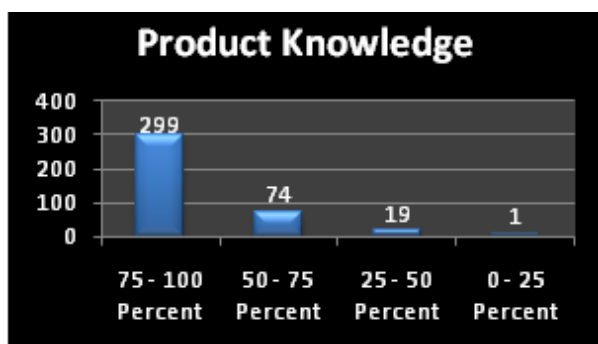


Figure 11 - Level 1 product knowledge performance

Inference & Recommendation: 76 percent of the total 393 participants showed good knowledge of products scoring above 75 percent in the product section of the assessment. This indicates a good understanding of product features amongst the larger population. Needless to state that this must be reasserted on a monthly basis through a testing mechanism which can be administered online or through other medias in order to maintain and further improve the scores. In a dynamic industry where technology and products change frequently the need to have a scalable and easily administrable testing & reporting mechanism is high and the organization must work towards the same.

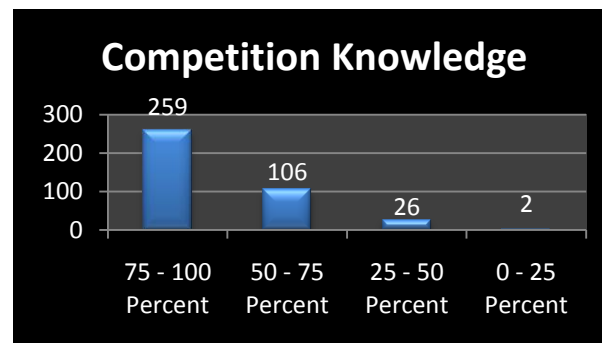


Figure 12 - Level 1 competition knowledge performance

Inference & Recommendation: The performance in the competition section of the assessment was above average where 65 percent participants scored above 75 percent and 26 percent participants scored between 50 to 75 percent. This presents an opportunity for the organization to undertake measures to educate field sales force about the competition products & technologies in their line of business. Additionally in order to increase the sales force confidence and commitment in their own products and their ability to counter the competition a feature wise comparison with same segment products highlighting the areas where Panasonic products have an edge over their competing products must be created and published periodically.

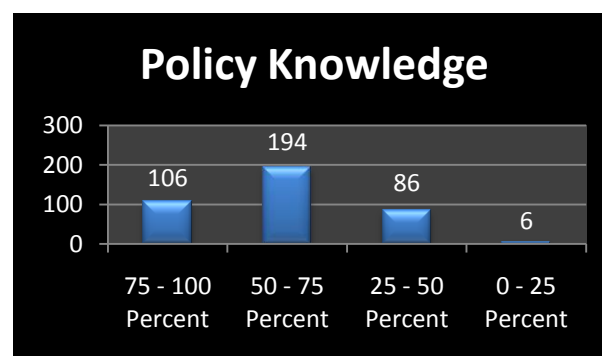


Figure 13 - Level 1 policy knowledge performance

Inference & Recommendation: In the policy section of the assessment participants showed below average performance with 49 percent participants in the 50 to 75 percent scoring range and only 26 percent participants showing good knowledge. A uniform understanding of organizational policies enables smoother transactions and happy secondary & tertiary customers, lack of the same can lead to inventory

related delays, poor service to dealers & end users and increased dissatisfaction. Process education must be undertaken in order to create a uniform understanding across the organization. Since sending a detailed process document will discourage learning the same should be done in snippets through process nuggets.

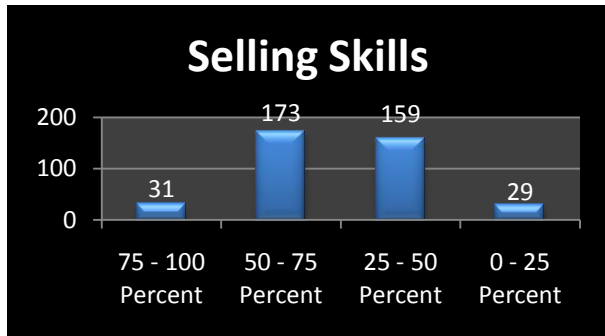


Figure 14 - Level 1 selling skills performance

Inference & Recommendation: Participants showed a below average performance in the skill section of the assessment with only 8 percent of participants in the above 75 percent range and 84 percent participants between 25 to 75 percent. People's ability to sell drives the entire business to achievement of desired goals hence this is the immediate area of focus. Improving skills will require a long term plan which cannot be limited to training employees alone. Post imparting the knowledge it is necessary that the plan encompasses on the job coaching to hand hold employees through the sales process and then continual check on them to analyze improvements & give feedback.

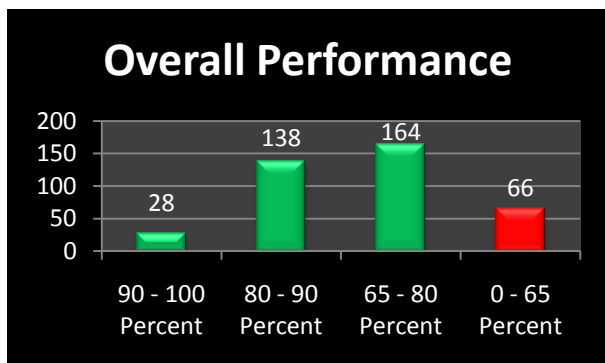


Figure 15 - Level 1 overall performance distribution

Participant performed fairly well during the first round of the Crossfire contest where 83 percent of

participants were eligible for the round 2 of the contest and only 17 percent did not qualify who scored below 65 percent in the round 1.

Crossfire Contest Level 2 Synopsys

(Refer to Annexure II for sample formats)

Level 2 was conducted on the same format as Level 1 (online testing across 27 Panasonic branches across India) but with higher difficulty level of questions and a more stringent qualification criteria. A total of 378 participants were assessed during Level 2 who were given a set of 60 questions with a time limit of 60 seconds per question

- Product knowledge – 20 questions
- Competition knowledge – 20 questions
- Policy knowledge – 10 questions
- Selling skills – 10 questions

RESULTS – LEVEL 2:

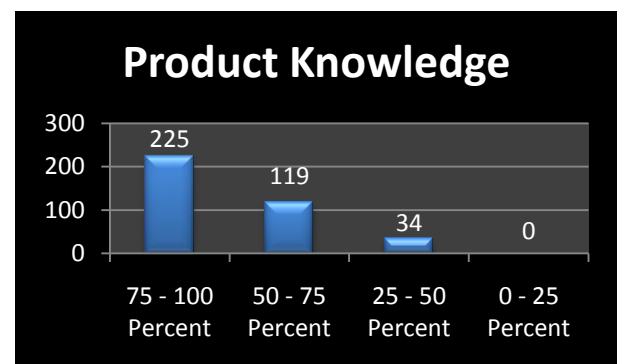


Figure 16 - Level 2 product knowledge performance

Inference: Similar to level 1, participants showed a fairly good knowledge of products with 60 percent participant scoring above 75 percent in this section and only 9 percent scoring below 50 percent.

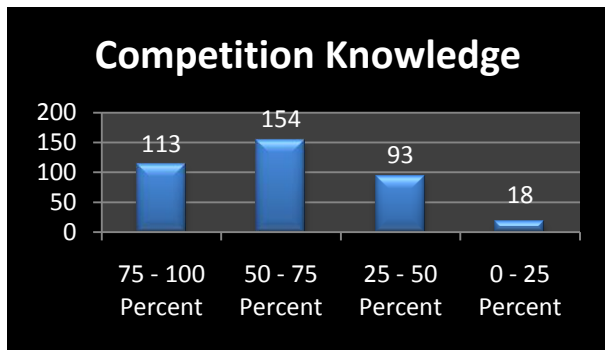


Figure 17 - Level 2 competition knowledge performance

The results in the competition section were relatively poor in comparison to level 1 with majority of participants (41 percent participants) scoring just above average between 50 to 75 percent.

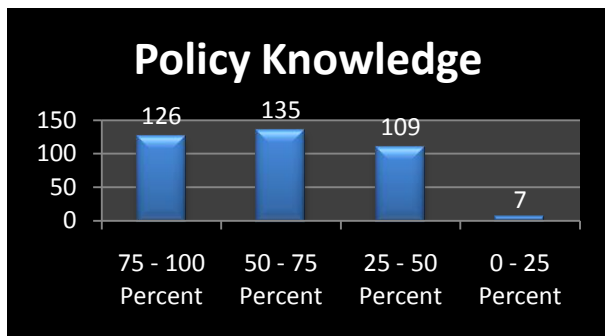


Figure 18 - Level 2 policy knowledge performance

Inference: The results were average in the policy knowledge section too with 65 percent of the participants between 25 to 75 percent score range. However there was some improvement as compared to Level 1 scores with 5 percent more participants in the higher score range.

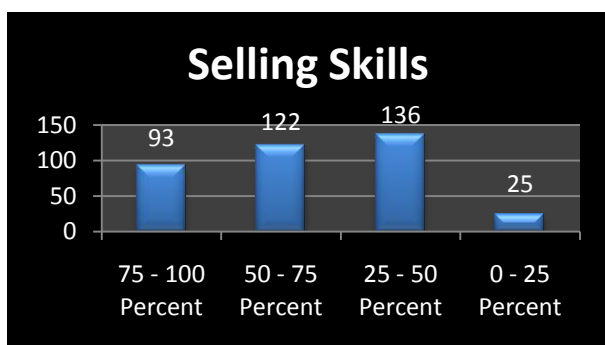


Figure 19 - Level 2 selling skills performance

Inference: Participants showed considerable improvement in selling skills as compared to Level 1 results with 16 percent more participants scoring in the higher score range. However results

on their own show an average performance with 69 percent of participants in the 25 to 75 percent score range.

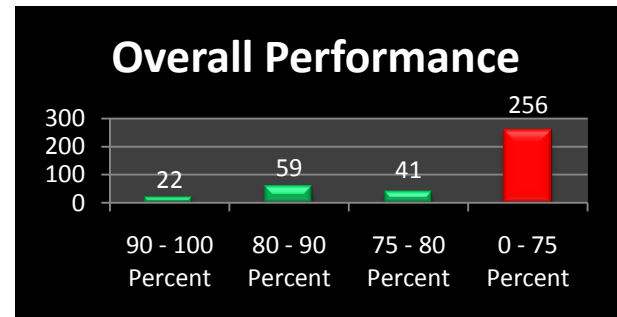


Figure 20 - Level 2 overall performance distribution

Given the strict conditions of qualifications for level 3, majority of participants did not achieve the 75 percent passing criteria required for eligibility for Level 3. Only 32 percent of participants were eligible for the Level three who scored above 75 percent during the Level 2.

Crossfire Contest Level 3 Synopsis

(Refer to Annexure III for sample formats)

Level 3 was a conducted in 4 locations across 4 zones (North, South, East, and West) and covered a total of 120 participants who qualified from the branch levels. The format for Level 4 was interactive where facilitators in each location interacted with the participants individually through various activities and assessed their knowledge and skill levels.

Level 3 activities included:

- Written subjective test
- Role play
- Product Demonstration Major (from their own category)
- Product Demonstration Minor (from a category not their own)
- Group Presentations on Channel sales aspects

RESULTS – LEVEL 3:

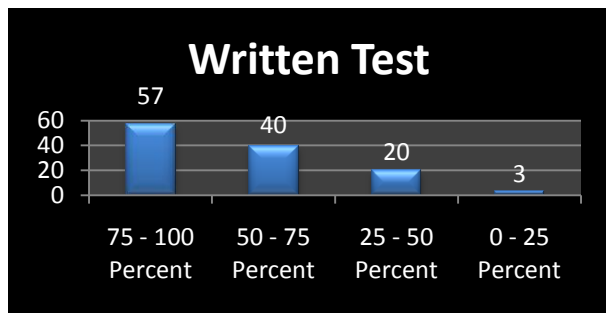


Figure 21 - Level 3 written assessment performances

Inference: Participants were given 10 questions each to answer from their category with a total time limit of 1 hour to complete the test. 48 percent of participants scored above 75 percent showing good knowledge of products and competition. Overall performance was above average with 80 percent participants over 50 percent.

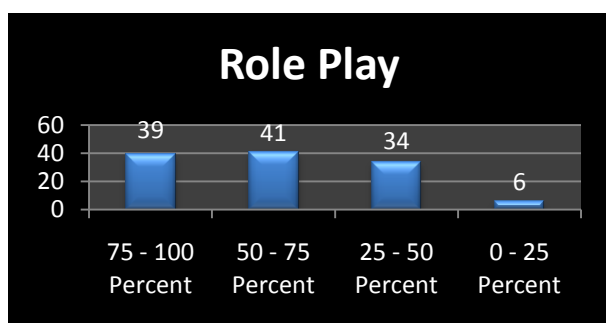


Figure 22 - Level 3 role play performance

Inference: Each participant was given one role play situation to act with a facilitator as customer who assessed the participant on selling skills and customer interaction. The performance was average where only 32 percent of participants scored above 75 percent and majority of the participants scoring between 25 to 75 percent.

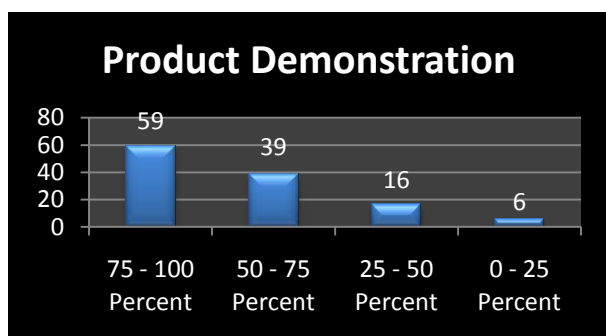


Figure 23 - Level 3 product demonstration performance

Inference: Participants were given two products to demonstrate of which one was from their category that they were use to selling while the other was from a different category. Overall the participants showed good knowledge of products similar to previous Levels of the contest with majority of the participants scoring above 50 percent.

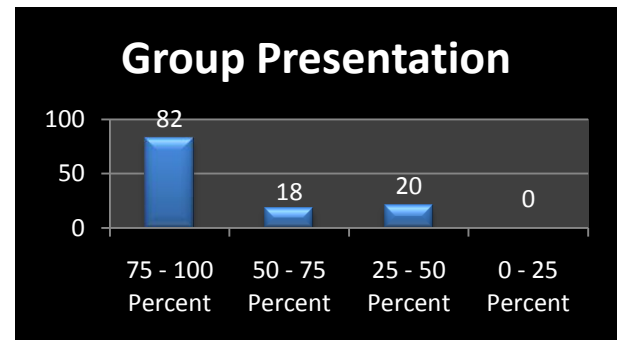


Figure 24 - Level 3 group presentation performance

Inference: Participants were also tested on their knowledge about some general Channel sales aspects and concepts. This was done through group presentations, where the group collectively gathered and presented information on their topic. The performance in this section was very good with 68 percent participants scoring above 75 percent.

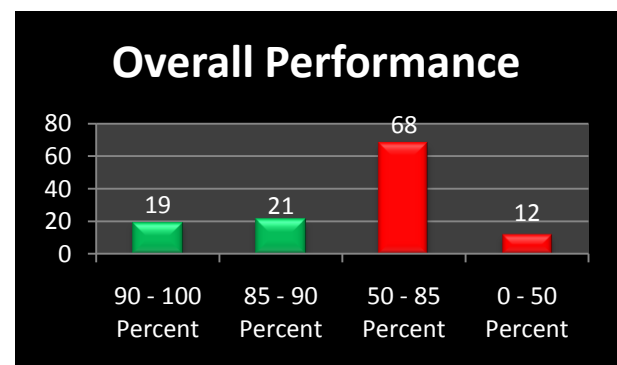


Figure 25 - Level 3 overall performance distribution

The overall performance of participants was above average in Level 3, with most of the participants above the 50 percent scoring mark. However only 33 percent of participants were able to meet the high qualifying criteria of 85 percent required to be eligible for the final level of the Crossfire contest. Also participants had to be in the top three performers from their zone in their role (RM+BM, ASM, JSO) to qualify for Level 4.

Crossfire Contest Level 4 Synopsis

(Refer to Annexure IV for sample formats)

The final round of the Crossfire contest was divided into two days with different activities on each day. A total of 23 participants competed for the top three positions in each role who were awarded cash prizes and trophies in recognition of their outstanding performance through the contest.

Day 1 activities included:

- Role Play
- Product Demonstration
- Tower of Hanoi analytical & problem solving activity
- Desert Survival planning, resource management and forecasting activity

Day 2 activities included:

- Quiz contest with three rounds (Sequential, Rapid Fire and Buzzer)
- Extempore round

RESULTS – LEVEL 4:

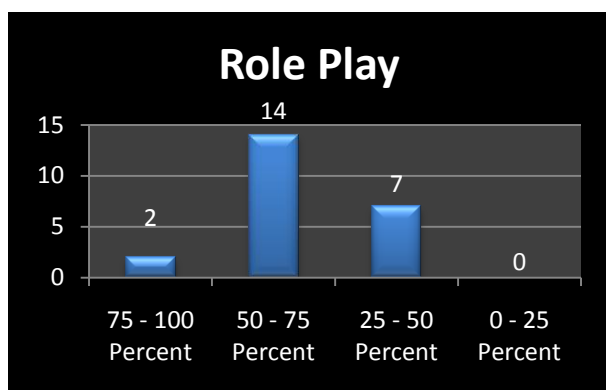


Figure 26 - Level 4 role play performance

Inference: All 24 participants were given one role play each with the facilitator acting as the customer to assess them on selling skills and customer orientation. This section was more

advanced in comparison to the previous level with higher level of assessment criteria. Participant's performance was average with majority of participants scoring between 25 to 75 percent.

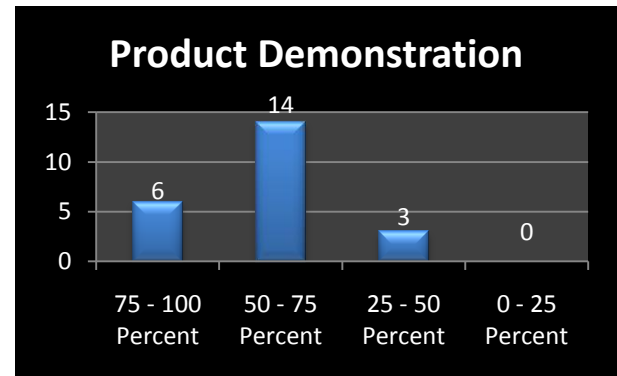


Figure 27 - Level 4 product demonstration performance

Inference: The participants were given one product to demonstrate from their category to display their product knowledge and presentation skills. As evident from previous Levels of the contest, participants showed an above average performance with 26 percent participants scoring above 75 percent and a total of 87 percent participants above 50 percent score.

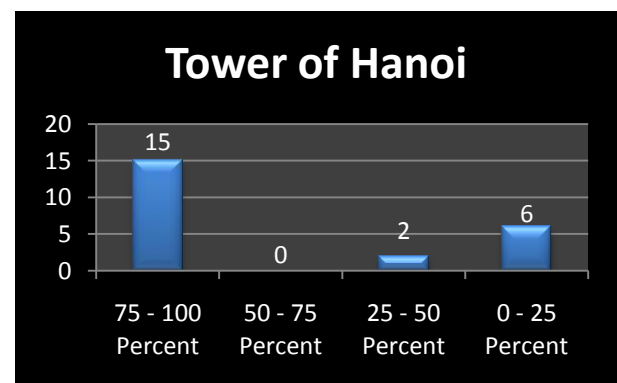


Figure 28 - Level 4 tower of Hanoi performance

Inference: Tower of Hanoi activity was introduced to test participants basic planning and problem solving skills, where they showed a good performance with 65 percent participants scoring above 75 percent

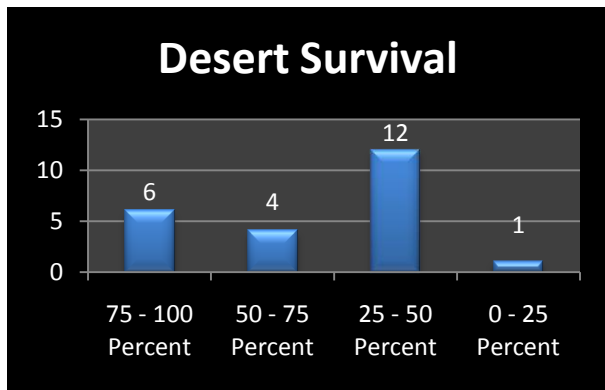


Figure 29 - Level 4 desert survival performance

Inference: Desert survival activity was included in the assessment to test participants high level planning and forecasting skills. The performance of participants was average in this section but commendable considering that they attempted the exercise first time during the assessment.

Inference: The final round of the Crossfire contest was conducted in the form of a quiz on stage with an audience that comprised of other participants, Panasonic officials, VIP's and guests. Participants were quizzed in groups as per their role starting with JSO, followed by ASM and finally the RM & BM group. Participants competed to score points from a maximum of 360 points that were added to their previous day scores to decide the top three positions from each role of JSO, ASM and RM & BM. Most participants scored between 25 to 75 percent, showing a high level of competition amongst all.

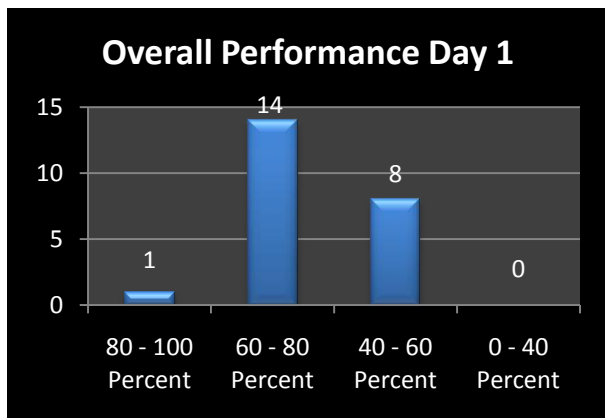


Figure 30 - Level 4 day 1 overall performance distribution

Overall performance of participants during the first day of the final round was above average where all participants scored above 40 percent

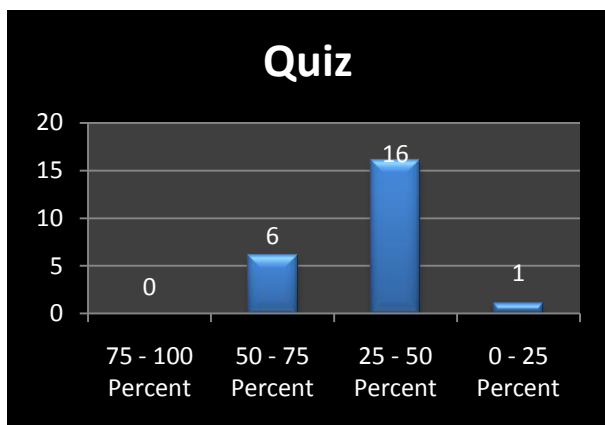


Figure 31 - Level 4 day 2 quiz performance

Crossfire Contest Winners and Awards

The final winners of the Crossfire contest were awarded cash prizes and trophies for top three positions in each role as follows:

Junior Sales Officers – Winners

- First Place (Rs. 50,000) – Mitesh Choksay
- Second Place (Rs. 35,000) – Sandeep Gaikad
- Third Place (Rs. 20,000) – Sangam Lal Jayswal

Area Sales Managers – Winners

- First Place (Rs. 75,000) – Gyanaranjan Mishra
- Second Place (Rs. 50,000) – Sukhvinder Singh Bhatia
- Third Place (Rs. 35,000) – Chiranjit Mandhata

Regional/Branch Managers - Winners

- First Place (Rs. 1,00,000) – Sunil Kr. Potluri
- Second Place (Rs. 75,000) – Baskaran Natarajan
- Third Place (Rs. 50,000) – Aseem Chandra

Closing Note

The Crossfire contest was a well received Learning & knowledge building program in the form of a Contest that aided the participants desire to learn and grow.

As mentioned earlier in this document we recommend the following actions as a way ahead to further enable and empower the sales force to results “the Panasonic way”

- **Monthly Knowledge Tests:** Which can be administered online or through other medias

in order to maintain and further improve the scores.

- **Competition Education Initiative:** In order to educate field sales force about the competition products & technologies in their line of business. Additionally in order to increase the sales force confidence and commitment in their own products and their ability to counter the competition a feature wise comparison with same segment products highlighting the areas where Panasonic products have an edge over their competing products must be created and published periodically.
- **Process & Policy Education:** Process education must be undertaken in order to create a uniform understanding across the organization. Since sending a detailed process document will discourage learning the same should be done in snippets through process nuggets.
- **Panasonic Sales Academy:** Improving skills will require a long term plan which cannot be limited to training employees alone. Post imparting the knowledge it is necessary that the plan encompasses on the job coaching to hand hold employees through the sales process and then continual check on them to analyze improvements & give feedback.

Annexure I – Level 1 Sample Questions

Product Category

Question: What is the difference between R22 & R410a Refrigerant?

- A: R22: CFC Free & R410a: Non CFC Free
- B: **R22: Non CFC Free & R410a: CFC Free**
- C: R22: Boils at 52 Degree Celsius & R410a: Boils at 48 Degree Celsius
- D: R22: Boils at 46 Degree Celsius & R410a: Boils at 48 Degree Celsius
- E: R22: Boils at 54 Degree Celsius & R410a: Boils at 50 Degree Celsius

Question: Which lens is used in Panasonic Lumix Camera?

- A: Carl Zeiss
- B: **Leica**
- C: Nikor
- D: Anti Glare
- E: G Lens

Question: What all things can be shared through DLNA?

- A: Presentations
- B: Word Documents
- C: **Music, Movies, Photos**
- D: PDF Files
- E: None of above

Competition Category

Question: Which brand has iClean Feature in their AC?

- A: Panasonic
- B: Whirlpool
- C: **Hitachi**
- D: LG
- E: Samsung

Question: What is the Mega Pixels for Sony DSC-W690?

- A: 19.2 Mega Pixels
- B: 18.2 Mega Pixels
- C: 17.2 Mega Pixels
- D: **16.1 Mega Pixels**
- E: 14.1 Mega Pixels

Question: Turbodrum is used in which brand's Washing Machine?

- A: Samsung
- B: **LG**
- C: Whirlpool
- D: Godrej
- E: IFB

Policy Category

Question: What does POIS stand for?

- A: **Panasonic Online Integrated System**
- B: Panasonic Online Internal System
- C: Panasonic Order In System
- D: Panasonic Online International System
- E: Panasonic Online India System

Question: Which of the following outlet types will not have an Oracle code?

- A: Dealer
- B: **Sub Dealer**
- C: Brand shops
- D: SSD
- E: OMD

Question: What is the time frame for Weekly Closing Stock data to be uploaded to POIS?

- A: 1 day after week ends
- B: **2 days after week ends**
- C: 3 days after week ends
- D: 1 week after week ends
- E: Any time, there is no set time limit

Selling Skills Category

Question: What would be your response when a dealer you visit says that your competition is marketing their products better?

- A: You quickly change the conversation and state something positive about your products
- B: You accept the criticism and apologize and continue with the sales call
- C: **You try to know why the competition is doing better and inform your superiors**
- D: You tell the vendor that your product is better and that he is mistaken
- E: You give him discount to compensate for the doubt that the vendor has

Question: How would you react when a dealer you visit tells you that the business is not doing well?

- A: You tell him that keeping your product will be better for his business
- B: **You understand his situation and find out the reason why the business is not doing well**
- C: You show him the benefit of stocking your products
- D: You realize that convincing the vendor is unproductive and move on to the next customer
- E: You push your products as meeting your targets is important

Question: What would your approach be towards a newly appointed dealer in your area?

- A: Educate and help the partner while giving all support necessary to nurture them
- B: Set goals and create action plan while monitoring and reviewing performance regularly
- C: Persuade to invest and retain quality manpower
- D: Encourage to re-invest in the business to grow further
- E: **All the above**

Annexure II – Level 2 Question Samples

Product Category

Question: What is the formula to calculate tonnage, if Cooling Capacity is given in Watts?

- A: **Input Wattage x 3.413 / 12000**
- B: Input Wattage x 3.413 / 18000
- C: Input Wattage x 3.413 / 9000
- D: Input Wattage x 3.143 / 12000
- E: Input Wattage x 3.143 / 9000

Question: Panasonic TZ30 comes with _____ Sensor.

- A: CMOS
- B: **HS MOS**
- C: MOS
- D: CCD
- E: HS CCD

Question: What is the Backlight Source for LCD?

- A: HCFL
- B: EEFL
- C: **CCFL**
- D: CFL
- E: LED

Competition Category

Question: Which brand has FOLLOW ME Feature in their AC?

- A: Panasonic
- B: Whirlpool
- C: **Hitachi**
- D: LG
- E: Samsung

Question: Which of the following is correct for Nikon P7100?

- A: SD Movie Recording
- B: HD Movie Recording
- C: **Full HD Movie Recording**
- D: Ultra HD Movie Recording
- E: Mega HD Movie Recording

Question: What is air purifying system in LG Refrigerator?

- A: Silver Clean
- B: **It's a 4 step air purifying system**
- C: Ag Clean
- D: Charcoal
- E: Deodouriser

Policy Category

Question: Which of these is a module in POIS?

- A: Display Tracking & Merchandizing Activity
- B: Channel Universe Mapping
- C: Secondary Sales & Inventory
- D: Friend In Store
- E: **All of the above**

Question: Which of the following data is required from the CUM for allocation of an FIS to a new counter?

- A: Oracle Code
- B: Outlet Name
- C: **Outlet Code**
- D: Address 1
- E: FIS Dealer ID

Question: Which of the following formulae is correct?

- A: Opening Stock + Closing Stock = Primary Sales + Secondary Sales
- B: Opening Stock + Secondary Sales = Primary Sales + Closing Stock
- C: **Opening Stock + Primary Sales = Closing Stock + Secondary Sales**
- D: All of the above
- E: None of the above

Selling Skills Category

Question: Which of the following criteria's would you focus on while appointing a new distributor in your area?

- A: Investment scope: capability to invest
- B: Channel bandwidth: types of product and distributors reach in the area
- C: Organizational structure: Organization's environment and sales force strength
- D: Commitment level: interest in partnership with Panasonic
- E: **All of the above**

Question: How would you increase the channel width of your area?

- A: Focus on billing more products to your top dealers
- B: Focus on billing more products to all your dealers
- C: Focus on stocking more models with dealers that do not have all the available models
- D: Focus on increasing stock of selective products with dealers that are selling them fast
- E: **Focus on building partnerships with new dealers and billing stock to them**

Question: The concept of "efficient consumer response" shows the collaboration between producers and intermediaries. What does this concept involve?

- A: **Working together to respond to customers' purchasing patterns and ensuring on time delivery of right products to the marketplace**
- B: Sharing customer complaints information so no complaints are overlooked (e.g. manufacturing problems which are reported to the dealers)
- C: Sharing customer name and address information so that promotions target the same groups and hence reinforce marketing messages
- D: Planning product recall processes so that in the event of a problem all customers are given the same information regardless of whether they speak to the manufacturer or the intermediary
- E: None the above

Annexure III – Level 3 Format samples

Written Assessment Samples

Question: How many major components are there in an AC and what are their names?

Answer: There are 5 major components in an AC as follows:

1. Evaporator Coils or Cooling Coils
2. Compressor
3. Condenser Coils or Heat Exchanger
4. Expansion Valve
5. Fan Motor

Question: What are the three most important things in a digital camera and what is their operation?

Answer: The three most important aspects of a camera are Lens, Sensor and Engine and their operation is as follows:

1. Lens – It is an Optical Device that captures the Object
2. Sensor – It converts the optical image captured by the lens into an electrical form
3. Engine – It is the processor in the camera that helps in capturing, processing and storing the image

Question: What is the procedure to set up ARC in Panasonic XH170 Home Theatre and Panasonic VIERA 2012 LED TV?

Answer: The process to set up ARC in Panasonic XH170 home theatre system and VIERA 2012 LED TV is as follows:

- Step 1. Connect Home Theatre with HDMI Cable Version 1.3 or Higher on VIERA TV INPUT 2
- Step 2. Select DVD mode on the Home Theatre and HDMI Input 2 on VIERA TV
- Step 3. Press "Start" button on HT Remote and go to "Settings"
- Step 4. Select EASY SETUP
- Step 5. During the Easy Setup in Auxiliary Mode Selection, Select "ARC" and finish the process
- Step 6. Connect HD Set Top Box with VIERA on Input 1 or any HDMI input

Product Demonstration Feature List Sample (VIERA 42ET5)

S.No	Feature	Benefit
1	Passive 3D Model	<ul style="list-style-type: none"> No Need to recharge the 3D Eyewear 178 Degree Wide Viewing Angle that enables viewing from any side of the your room Economical to buy another pair of 3D Eyewear
2	2D to 3D Conversion	<ul style="list-style-type: none"> Now enjoy your 2D Content (available through Cable, DTH, DVD or BD Disc) in 3D with advanced 2D to 3 D Conversion
3	300Hz BLS (Back light scanning)	<ul style="list-style-type: none"> Enjoy Blur Free/Smooth Fast Moving Picture such as Sports, Action Movie or Gaming with 300Hz BLS
4	Swipe n Share	<ul style="list-style-type: none"> Whatever multimedia content (Photos Video or Music) you have in your mobile (Android/iPhone/iPad) can be seen on the TV screen with just flick of a finger.
5	Browser n Share	<ul style="list-style-type: none"> With just flick of a finger on your mobile (Android/iPhone/iPad), the browsing in VIERA REMOTE APP can be seem on your VIERA TV and Vice Versa.
6	Watch n Chat	<ul style="list-style-type: none"> Watch your regular TV while seeing what your Friends have updated in the chat box of their Facebook and Twitter Account.
7	Web Browser	<ul style="list-style-type: none"> Browse the sites same way you do in your PC/Laptop, and to add to your ease of Typing Panasonic Internet based TVs also support Wireless Keyboard Connectivity
8	DLNA (Digital living network alliance)	<ul style="list-style-type: none"> Enjoy Multimedia Content Stored on your Laptop or Mobile (Android/iPhone/iPad) without any wires on your VIERA TV
9	Built In WiFi	<ul style="list-style-type: none"> This Model comes with a Built in WiFi for easy and hassle free internet connectivity with your WiFi Router.
10	VIERA Remote App	<ul style="list-style-type: none"> After downloading of software from App Store for iPhone or iPad or Play Store (Android Market) for Android Phone or Tabs, you can do Swipe n Share, Browse n Share, control TV's Volume & channel, use cursor, and use your phone as a Game Pad.
11	VIERA Link	<ul style="list-style-type: none"> Allows you to control VIERA TV and Panasonic Home Theatre, Camera, Camcorder etc, through a Single TV Remote and gets you away from hassles of managing so many remotes. (It is possible only when both the devices are of Panasonic and Connected through HDMI Cable)

Role Play Sample

Role Description

Mr. Ankit Sharma, a multi brand outlet owner in your territory is the next visit on your daily route plan. He is one of the big dealers in your territory and occupies a shop in a major market.

It has been several months since you convinced the dealer to deal in Panasonic products. Your relationship is still fresh and he is just beginning to trust you.

- Average monthly stock billed to the dealer currently is 30 units at a margin of 10 percent
- You have realized that the dealer is not at his maximum counter potential and there is scope to increase the counter share of Panasonic products up to 50 units
- Currently the dealer is dealing in only several of your products that are relatively cheaper than your other products that you wish to bill the dealer as you see potential for bigger sales here.
- There is currently a promotion offer from Panasonic under which you can give an additional discount of 3 percent more to dealers

Objectives and notes:

1. You are going to check the dealer's current stock and confirm an order to replenish the stock.
2. Depending on the situation and as per your judgement, you decide how much stock and what kind of stock are you going to negotiate for.
3. Identify any other issues that the dealer could be facing and if any, handle them prudently resulting in satisfaction of the dealer.

CROSSFIRE ROLE PLAY 5

ASM BRIEF

Focus Points:

*Strengthen
relationship and
build trust*

*Identify dealer's
needs and issues if
any*

*Maximize your
sale potential with
the dealer*

*Focus on dealer
satisfaction*

*Build on future
sales and
relationship with
the dealer*

Customer Brief

CROSSFIRE ROLE PLAY 5

Role Description

You are Ankit Sharma, a multi brand dealer in a major market, dealing in brands like Samsung, LG, Videocon etc.

You have recently also started to deal in Panasonic products but are cautious since this is a new brand for you. You had a counter gap of about 50 units for which you began to deal with Panasonic but initially you only took up 30 units to test their service and consistency. Also you have reduced your investment in Panasonic by taking up relatively cheaper goods that you feel will be easy movers and have a limited range of their products.

It has been several months and you are happy with the service from Panasonic so far.

- Average monthly stock billed to you from Panasonic is 30 units at a 10 percent margin
- You have 12 units remaining of the previous stock in the shop
- You are considering to increase the stock you take but haven't decided yet

Your issues (to be discussed accordingly when JSO attempts to probe)

- You are ok to take up the usual stock that you have been doing in the past
- If asked by the consultant you will inform him that you are considering to increase the stock but haven't decided yet
- You want more time to decide but if the consultant insists and shows that you can take up more stock and not worry about it, you will increase your stock by 10 units even without a better margin.
- You are also considering to increase stock from another brand by 10 units to fill the remainder of your counter gap but if you get a better deal than what you currently have you will give this order to Panasonic as well making it a total of 50 units per month on average
- Also if the consultant can show you the benefit of increasing your range of products instead of dealing in a few cheaper goods you will agree to his terms.
- If you are convinced and decide to take more stock, you will also ask the consultant to provide you with an in-shop-demonstrator to help you sell these units. You will try to negotiate this but you will be ok if the consultant wants to consider and speak to his manager about this. Even if you don't get the demonstrator you will still go ahead with the deal for now.
- If you are not able to get an in-shop-demonstrator you expect at least to train you staff on selling Panasonic products.

Role Play Solution Scenario

The sales consultant was expected to conduct himself in line with the role description and effectively follow the activities of a sales process as highlighted in the focus points of the executive role description that included building rapport, need identification, providing correct solution, negotiation, objection handling, closing and building long term relationships.

The consultant in this situation was also expected to increase the order size of the dealer from the current 30 units to a maximum of 50 units as per the dealer's potential with the least possible extra discount and convince the dealer to increase the range of products (include high cost units along with the low cost units)

In order to achieve the above the consultant was expected to show customer the benefits of Panasonic brand and products along with some competitive advantages over competitor's products.

The consultant was also expected to negotiate for an in-shop-demonstrator or training of the dealers staff and showing initiative to build relationship with the dealer.

Group Presentation Topic Samples



**INVENTORY
MANAGEMENT &
STOCK ANALYSIS**

Panasonic
ideas for life



**MARKET
INTELLIGENCE**

Panasonic
ideas for life



**VISUAL
MERCHANDISING**

Panasonic
ideas for life



**COUNTER SHARE
POTENTIAL**

Panasonic
ideas for life



**BUILDING CHANNEL
RELATIONSHIPS**

Panasonic
ideas for life



**MANAGING CHANNEL
CONFLICTS**

Panasonic
ideas for life



**DEALER
PERFORMANCE AND
POTENTIAL
EVALUATION**

Panasonic
ideas for life



**INCREASING
SECONDARY SALES**

Panasonic
ideas for life

Annexure IV – Level 4 Format Samples

Desert Survival Activity Sample

THE DESERT SURVIVAL PROBLEM

INTRODUCTION

You have to solve a problem today. How you solve the problem will decide your survival in a tough arid desert. The situation described is based on over 2000 actual cases in which men or women lived or died depending on the survival decisions they made. Your own 'life' or 'death' will depend on how well you take those decisions today.

THE SITUATION

It is approximately 10.00 am in mid July and you have just crash landed in the Thar Desert in North West India. Your light twin engine plane containing the bodies of the pilot and the co-pilot has completely burnt out, only the frame is remaining.

The pilot was unable to notify anyone of your position before you crashed. However ground sightings taken before the crash suggested that you are about 65 miles off-course from your originally filed flight plan. A few moments before the crash the pilot indicated that the nearest known habitation was a mining camp 70 miles away in the North - East direction.

The immediate area is quite flat and appears to be rather barren except for the occasional cactus. The last weather report indicated that the temperature would reach 110° F (43° C). You are dressed in light-weight clothing short sleeved shirts, shorts, socks and leather shoes. You have a handkerchief. Your pocket contains Rs.10 in change, Rs 500 in notes, a packet of cigarette and a ball-point pen.

THE PROBLEM

Before the plane caught fire, you were able to salvage 15 items listed below. As an individual, rank these items in order of their importance for your survival, starting with '1' for most important, down to '15' for the least important. Write these numbers in the "Rank" column and do not discuss your ranking with anyone at this stage.

RANKING SHEET

Rank the items below in order of their importance for your survival, 1 being the most important item and 15 being the least important item for your survival.

[Note: This is a test of your planning abilities, foresight to anticipate problems and preparing for crisis management]

Name	Designation	Department

S.NO	ITEM LIST	PARTICIPANT RANK	OFFICIAL RANK	ABSOLUTE DIFFERENCE
1.	Torch (4 battery size)			
2.	Pen Knife			
3.	Sectional air map of crash area			
4.	Plastic rain coat (large size)			
5.	Magnetic compass			
6.	Bandage kit with gauze			
7.	.45 Calibre Pistol (loaded)			
8.	Parachute (red and white)			
9.	Bottle of salt tablets (100)			
10.	1 litre water			
11.	Book entitled <i>Edible Animals of the Desert</i>			
12.	A pairs of sunglasses per person			
13.	½ bottle of Rum			
14.	1 cotton overcoat			
15.	Looking Glass (mirror)			
Total Difference:				

EXPERT RANK SHEET

The expert ranking sheet is a measure of how well the participants scored in their respective ranking test

Matched ranks – if the participants rank match with the one on the sheet they are experts

Higher or lower ranks – where the participants mark ranks higher or lower than what is on this sheet, it shows a deviation from the expert level and will lose points for it.

RANK	ITEM LIST	DISCRIPTION
16.	Cosmetic Mirror	The most powerful tool available for communicating your presence
17.	One overcoat per person	To reduce the moisture lost through perspiration and so help prevent dehydration
18.	One litre of water	Hold off the effects of dehydration although this amount of water would not significantly extend survival time
19.	Torch	The only quick reliable night signalling device. Various other uses such as for digging during the day
20.	Parachute	Can serve as both a shelter and a signalling device
21.	Pen knife	For rigging the shelter and cutting up the cactus for moisture
22.	Plastic raincoat	By digging a hole and placing the raincoat over it, a solar still can be constructed and water can be obtained
23.	.45 calibre pistol	For use as a sound signalling device primarily but also to start a fire and for digging
24.	A pair of sunglasses per person	To prevent the harmful effects of intense sunlight on the eyes
25.	Bandage kit	For use as rope or for protecting the exposed parts of the body against dehydration and sunlight
26.	Magnetic compass	For use as an auxiliary signalling device
27.	Sectional air map	For starting a fire, perhaps, or for one man to use as a head cover or eye shade. Essentially useless and even dangerous
28.	Book entitled Edible animals of the Desert	Of little use since the main problem confronting the group is dehydration, not starvation. In addition, the energy expended in hunting would be costly in terms of water loss
29.	2 quarts of rum	For starting a fire or for use as a temporary coolant for the body. All in all represents more dangers than help
30.	Bottle of salt tablets	Will require body water to get rid of increased dehydration

Performance standards – Difference between participant ranking and the official ranking

Good	Average	Below Average	Poor
0-28	28-56	56-84	84-112

Tower of Hanoi Sample

THE TOWER OF HANOI PROBLEM

INTRODUCTION

The Tower of Hanoi (also known as the Tower of Brahma or End of the World Puzzle), gets this name from the legend about a similar puzzle in a Hindu mythology. According to the legend, at the dawn of time the priests there were given sixty-four golden disks of different sizes and three poles. The goal for the priests was to transfer all sixty-four disks, stacked on top of another from large to small, from one pole to another pole while never placing a larger disk on top of a smaller one, and only moving one disk at a time. It was said that when this monumental task was completed the temple will fall to the ground and the world will dematerialize.

TOWER OF HANOI AND PROBLEM SOLVING – ANALYTICAL THINKING

Solving the puzzle uses executive functions of the brain to reach a solution. There are three low level executive functions that are required for the Tower of Hanoi puzzle, and problem solving in general.

- The first is shifting, which is the ability to switch between tasks, and change strategies as necessary.
- The next low level executive function is updating, or the ability to organize and to constantly monitor relevant information in working memory.
- The last of the low level executive functions required for the Tower of Hanoi is inhibition, which is the ability to restrain dominant automatic responses when needed.

The ability to plan is required to finish this puzzle successfully that includes forming plans and executing them. Solving the puzzle helps you to set goals, maintain the goals in memory, controls for performance, and also keeps distractions from interfering.

YOUR TASK

- The discs are placed in a stack on the middle pole with the largest disc at the bottom and the smallest disc at the top
- You have to move all the discs to the pole on the left within a time limit of 10 minutes while following the rules below.

RULES TO BE FOLLOWED

1. Move only one disc at a time to a different post.
2. A larger disc cannot be placed on top of a smaller disc



Product Demonstration Feature List Sample (Microwave NN-C784MF)

S.No	Feature	Benefit
1	Passive 3D Model	<ul style="list-style-type: none"> No Need to recharge the 3D Eyewear 178 Degree Wide Viewing Angle that enables viewing from any side of the your room Economical to buy another pair of 3D Eyewear
2	2D to 3D Conversion	<ul style="list-style-type: none"> Now enjoy your 2D Content (available through Cable, DTH, DVD or BD Disc) in 3D with advanced 2D to 3 D Conversion
3	300Hz BLS (Back light scanning)	<ul style="list-style-type: none"> Enjoy Blur Free/Smooth Fast Moving Picture such as Sports, Action Movie or Gaming with 300Hz BLS
4	Swipe n Share	<ul style="list-style-type: none"> Whatever multimedia content (Photos Video or Music) you have in your mobile (Android/iPhone/iPad) can be seen on the TV screen with just flick of a finger.
5	Browser n Share	<ul style="list-style-type: none"> With just flick of a finger on your mobile (Android/iPhone/iPad), the browsing in VIERA REMOTE APP can be seen on your VIERA TV and Vice Versa.
6	Watch n Chat	<ul style="list-style-type: none"> Watch your regular TV while seeing what your Friends have updated in the chat box of their Facebook and Twitter Account.
7	Web Browser	<ul style="list-style-type: none"> Browse the sites same way you do in your PC/Laptop, and to add to your ease of Typing Panasonic Internet based TVs also support Wireless Keyboard Connectivity
8	DLNA (Digital living network alliance)	<ul style="list-style-type: none"> Enjoy Multimedia Content Stored on your Laptop or Mobile (Android/iPhone/iPad) without any wires on your VIERA TV
9	Built In WiFi	<ul style="list-style-type: none"> This Model comes with a Built in WiFi for easy and hassle free internet connectivity with your WiFi Router.
10	VIERA Remote App	<ul style="list-style-type: none"> After downloading of software from App Store for iPhone or iPad or Play Store (Android Market) for Android Phone or Tabs, you can do Swipe n Share, Browse n Share, control TV's Volume & channel, use cursor, and use your phone as a Game Pad.
11	VIERA Link	<ul style="list-style-type: none"> Allows you to control VIERA TV and Panasonic Home Theatre, Camera, Camcorder etc, through a Single TV Remote and gets you away from hassles of managing so many remotes. (It is possible only when both the devices are of Panasonic and Connected through HDMI Cable)

Role Play Sample

ROLE DESCRIPTION

You have received information through one of your Area Managers that a local chain store in your area is planning to expand and open up 20 more outlets in various high value markets, which could be a big opportunity for you to grow your sales.

You were the one who had negotiated the deal initially with the chain store procurement manager Mr. Mukul Trivedi when you started to do business with them over a year back. Considering the opportunity you have taken the initiative to try and re-negotiate the deal with the procurement manager to try and increase your counter share in their Chain of stores.

- They currently have 15 outlets and you bill them an average order of 200 to 300 units monthly at a margin of 35 percent.
- They are not consistent with their orders every month which is a problem for you
- You can give a margin of up to 50 percent for large monthly orders and you can give an additional discount of 5 percent for orders larger than 400 units
- You can give an additional margin of 5 percent at your discretion wherever you see fit

OBJECTIVES AND NOTES:

1. You will be trying to procure a bigger order size with the chain store.
2. You will also try and negotiate the consistency of the order with the chain store so your stocks are consistently being moved
3. You will try and identify any concern that the procurement manager has and try to eliminate them to close the deal

CROSSFIRE ROLE PLAY 5

RM/BM BRIEF

Focus Points:

*Establish rapport
and create a
positive
impression*

Build relationship

*Identify Dealer's
needs and goals*

*Propose smart
solutions*

Eliminate doubts

Show benefits

*Negotiate a win-
win agreement*

*Check for dealer's
satisfaction and
inspire confidence*



Customer Brief

CROSSFIRE ROLE PLAY 5

ROLE DESCRIPTION

You are Mukul Trivedi, a procurement manager at a local chain store dealing in durable consumer electronics and some prominent brands that you deal with are Samsung, Videocon, LG and Panasonic.

You have 15 stores majority of which are primarily in mediocre markets where consumer's buying capacity is limited and they are stricter with their purchases. It is slightly tougher to move Panasonic products in these markets as consumers require being thoroughly convinced of the benefits of products they are purchasing, which you feel your staff is having difficulty to do with Panasonic products due to low knowledge and motivation. Your sale pattern of Panasonic products has been erratic and hence you have been inconsistent in your orders with the brand. You also feel that Panasonic is not represented well in these markets due to lack of general marketing activities and also perhaps due to low visual merchandising strategies.

The local chain store has been generally doing well and now is in an expansion stage where 20 more outlets are being opened in high end markets, which will increase your reach to more consumers that you were not catering to earlier.

You are meeting with a Panasonic representative who you had made the deal with when you started dealing with the brand.

- You current average monthly order is about 200 to 300 units a month at a margin of 35 percent
- You are not particularly looking to give Panasonic a large share in your new stores as you have been facing difficulties in your existing stores but that can change if you are helped with the current sales

YOUR ISSUES (to be discussed accordingly when ISO attempts to probe)

- You will bring up your concerns with the existing stores and expect satisfactory help and assurance to improve the sales in these stores (expectation is staff training, better marketing activities, BTL activities, In-shop demonstrators, improved visual merchandising etc).
- If you are satisfied with the solutions discussed you will be willing to negotiate a big order if you are happy with the new terms otherwise you will not want to increase order or increase marginally and try to sell the existing order in your new stores.
- If you are provided solutions for your existing stores then you can potentially double your order to 600 units but will be looking for a very good margin which is around 50 percent from the current 35 percent (you will however start lower to leave room for negotiation and try to come as close as possible to 50 percent or higher)
- If the dealer is trying to negotiate for consistency and is adamant about it you can promise an assured off take (guaranteed order of units every month) of 600 units or whatever units have been negotiated if lesser than 600 but for an additional discount of no less than 5 percent on top of the agreed margin.

Role Play Solution Scenario

The sales consultant was expected to conduct himself in line with the role description and effectively follow the activities of a sales process as highlighted in the focus points of the executive role description that included building rapport, need identification, providing correct solution, negotiation, objection handling, closing and building long term relationships.

The consultant in this situation was expected to negotiate a bigger order with the procurement manager and in order to do so he would have to identify the current problems the chain of stores is facing in selling Panasonic products such as low knowledge of sales staff, motivation, and lack of marketing & visual merchandising. After identification he would have to assure the manager that necessary steps would be taken to improve the current sales by providing solutions to his problems.

The consultant was also expected to negotiate the new order after addressing old issues and convincing the dealer to increase units up to a total 600 units or close to that number while giving a maximum discount of 55 percent (preferable less) to close the deal while also trying to negotiate an assured off take every month.