

The Avalon Edge

Impact Paper 1

Entrepreneurship
Dedication To Excellence
Great Value Creation
Ethical Approach



Performance Improvement

for a leading construction product company

Client Situation

- The client, a well-known brand in the plastic products segment, wanted to give a boost to its stagnating sales and improve profitability
- Despite being a pan-India market leader, the client's channel management practices were sub-par and local competitors were able to lure away customers
- Inefficiencies in production processes were adding to the costs and causing difficulties in servicing orders

Avalon Intervention

- Avalon started with a diagnostic study of the client's sales and marketing practices in order to understand issues faced by sales personnel and channel partners in the market. A similar exercise was carried out to pinpoint inefficiencies in production processes as well
- A market landscaping exercise was conducted for all business segments in order to understand the competition and assess potential growth opportunities
- Based on findings from the diagnostic exercise, a set of performance improvement initiatives were recommended to the client - including setting up of an online distributor portal, channel financing for incentivizing distributors, reverse auctions for empanelling transporters etc.
- Avalon worked jointly with different client departments in order to implement these initiatives successfully, address client queries, resolve issues and suggest course corrections if required
- In several cases a pilot approach was adopted - Avalon was actively involved in implementing initiatives in pilot locations and monitoring the impact. Using insights from the pilots, client teams were trained to scale up the initiative

01

Designing and implementing a cloud-based distributor management system

Significant improvement in the distributor management practices

02

Addressing specific issues in underperforming regions and introducing new variants addressing product gaps

Increased levels of market penetration

03

Developing SOPs for sales team with allocation of responsibilities, timelines, and escalation mechanisms which the sales team was trained to execute

Sales and distribution processes were streamlined

04

Implementing channel friendly policies such as channel financing, quick resolution of distributor issues, faster incentive disbursement and replacement processes etc.

Significant improvement in distributor satisfaction levels

05

Developing production norms, building a production planning model, setting performance tracking mechanisms in place, and implementing an S&OP process

Cost optimisation in production

06

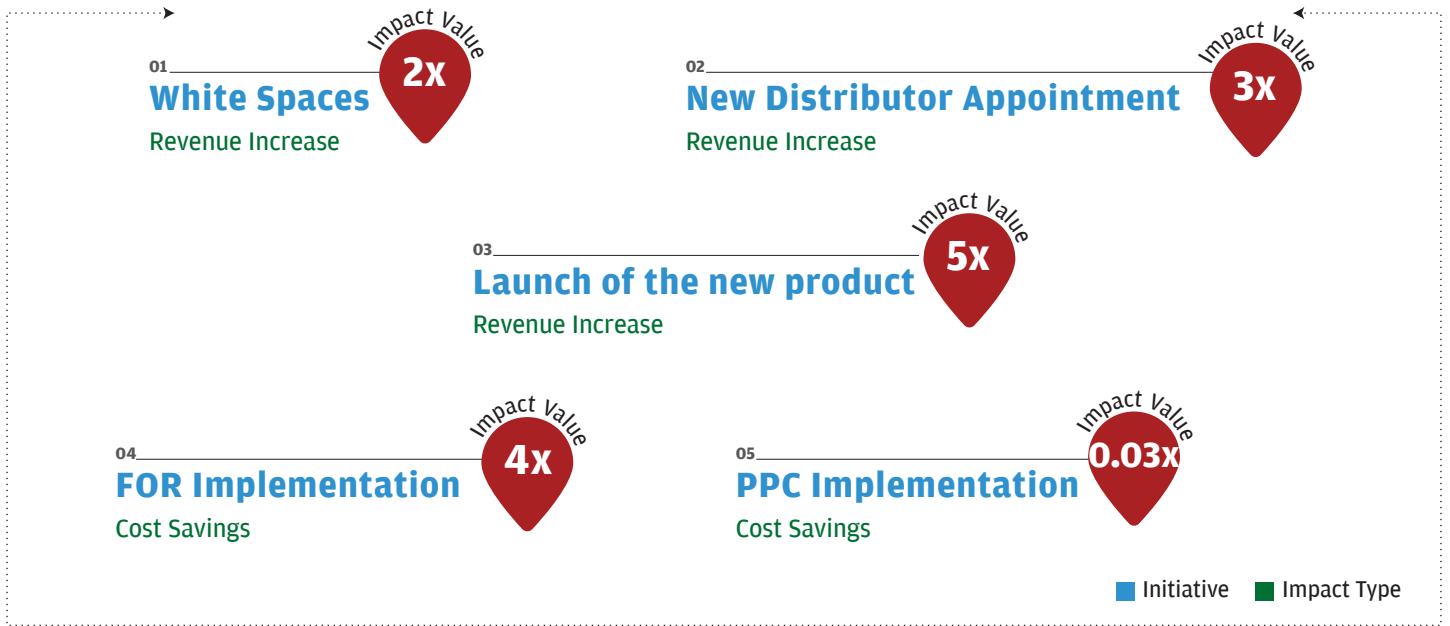
Improvement in logistics like shift to a FOR based system, development of revised dispatch SOPs, implementation of reverse auctions for logistics cost savings etc.

Enhanced service levels to distributors and cost reduction due to improvement in logistics

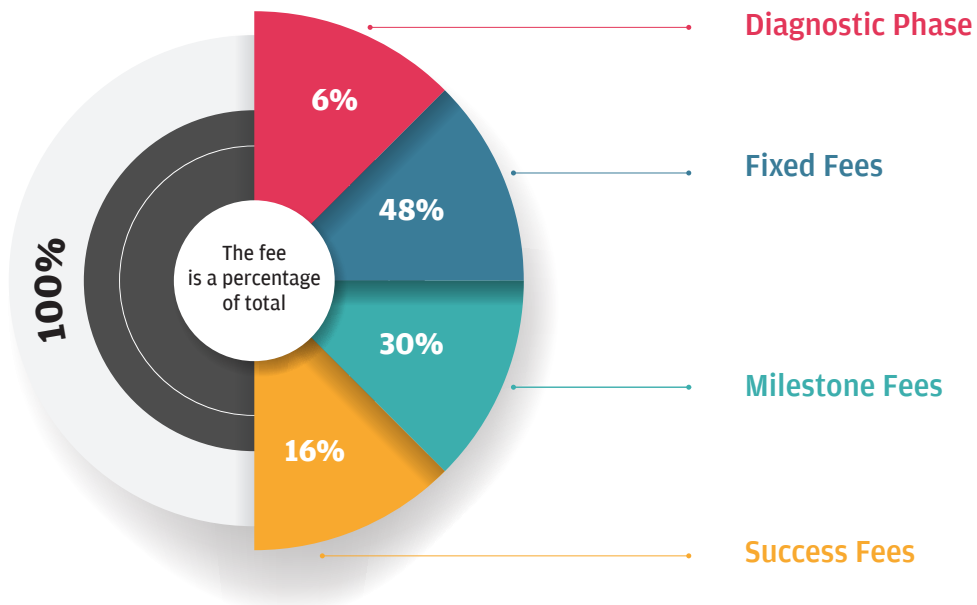
■ Type of Intervention ■ Impact



Consolidated impact of our interventions (Impact indexed to fee)



**Total Impact = 14.03 times fee
over a 12-24 month period**



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