

The Avalon Edge

E ntrepreneurship
D edication To Excellence
G reat Value Creation
E thical Approach



AVALON
Consulting



Cordence
WORLDWIDE MEMBER

Performance Improvement

for a leading glass company

Helping a market leader with > 50% market share improve performance through detailed grass root level intervention across sales force and dealers

Client Situation

- The client is a leading producer of float glass and processed glass for architectural and automotive segments
- They were facing increased market pressure in the Trade business from their key competitor which was impacting performance and market share
- Had missed the FY15 target and achieving the target of FY16 was uncertain
- After aggressive growth for 4 years, FY15 saw a decline of 5% in volume of product sales

Avalon Interventions

Avalon conducted a diagnosis in H1 FY16

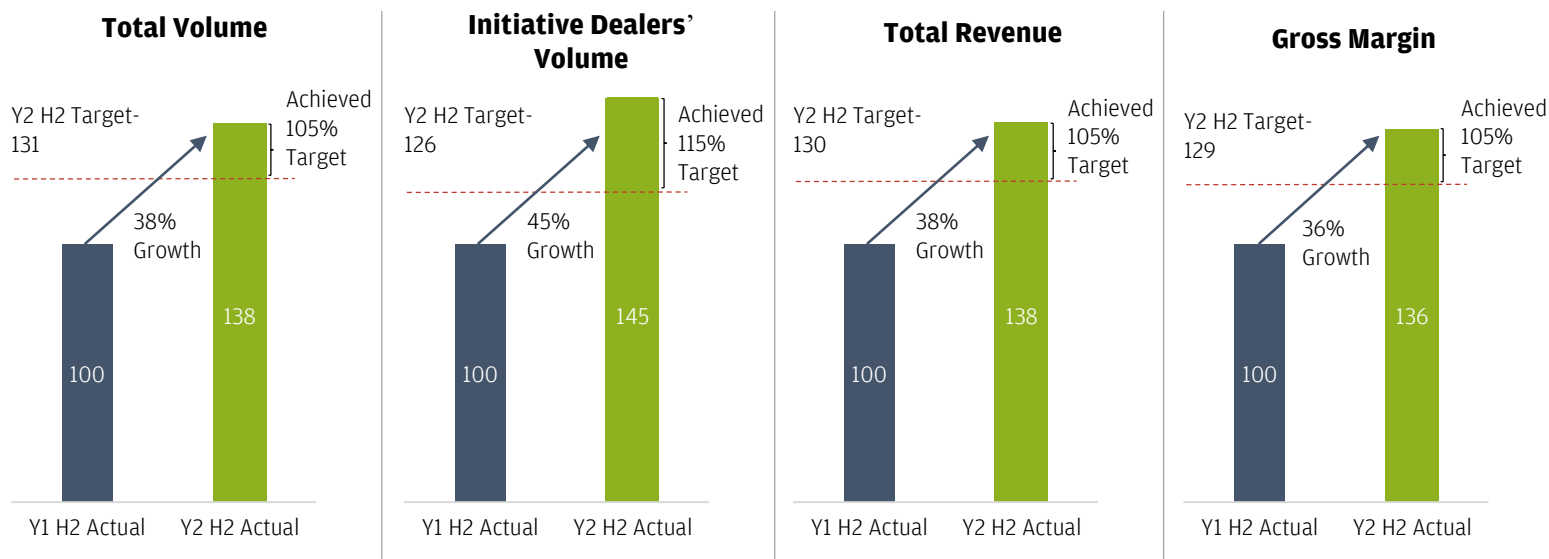
- Dealer management was focused on push-based incentives - not much effort on managing and marketing support for dealers
- “Outlier” locations were identified - districts with high market potential but low penetration/market share of client at present. An action plan was prepared to be implemented to grow market and sales

Started intervention in H2 FY16

- A Dealer Relationship Management program was designed and implemented to improve share of wallet
- A set of ~136 key dealers (out of 1000) were identified and categorized into 4 buckets based on their profile, performance, and nature of relationship with the client. A specific set of initiatives were designed for each bucket
- Initiatives included improving service levels, conducting retailer meets, providing marketing collaterals, increasing visits and support from ASM and support team etc.
- Avalon assisted the sales team in planning, implementing, and monitoring of these initiatives.
 - Designed templates for planning the initiatives at an annual and monthly level and assisted the team in preparing the plan - customized for the target dealers
- Implementation intervention for the identified initiatives through on the ground coaching and activities with the sales team and the dealers
- Weekly reviews with ASM, ZM and NSM to ensure implementation as per plan - managed the PMO (Project Management Office) for the interventions
- Performance of these 136 dealers was reviewed on a monthly basis to understand the impact of the initiatives
- A focused marketing program was launched in identified “Outlier” districts on a pilot basis. Learnings from these were used by client to scale-up the implementation

Consolidated Impact of our Interventions

Growth for initiative dealers resulted in targets being exceeded



Targets Indexed to Y1 H2 Actual figures

Revenues and Gross Margin Indexed to Performance in period of intervention

Benefit derived= > 12x Fees Paid to Avalon

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