

Energizing secondary sales for a leading aftermarket brand in CVs



Enabling sales transformation through data analytics and influencer engagement

Client Situation

- ❖ Client is a leading brand in the CV aftermarket segment experiencing a gradual sales decline despite the market growing steadily
- ❖ While it had a virtual monopoly in its core product segment, newer technologies were posing a threat. The traded products segment was intensely competitive with many specialized warrior brands
- ❖ A legacy distribution network was struggling to cope with changing times and the need for a stronger sales orientation. The sales organisation was trying to cope with a restructuring process
- ❖ Systems, processes and technology were being developed and remodelled in a piecemeal manner

Objectives

- ❖ Bring the business back to growth in H2 in line with the market outlook
- ❖ Deploy data-driven, fact-based solutions that have buy-in from all stakeholders
- ❖ Minimise system anxiety and organizational restlessness through a controlled implementation
- ❖ Ensure a sustainable model of growth through suitable change management



Avalon Interventions

- ❖ To begin with, an exhaustive factbase was constructed using a mix of in-house and market data including primary sales, secondary sales, scheme performance, trade benchmarking, micromarket sizing, etc.
- ❖ Extensive market visits were conducted to identify real issues on the ground including stakeholder sentiment, scheme communication, extent of sales and marketing support, product availability, etc.
- ❖ A 360° evaluation framework was conceived and used to segregate distributors based on their performance and potential resulting in a tailored revival programme for a control set of distributors
- ❖ Discussions were held with various client teams to ensure that there was large scale buy-in for the revival plans, especially among the frontline sales teams
- ❖ Some of the initiatives that were part of the revival plan included :



GPS linked, data-driven beat plans for field agents to increase sales efficiency



“Knock-Knock” communication to ‘re-activate’ inactive / dead customers and influencers (mechanics)



Innovative contest to increase mechanic engagement and enrollments



Revamp of incentive structure of field agents to boost sales



Local language, automated SMS to ‘Fence-Sitters’ to push month/quarter end sales



Ramping up “nukkad” meets to promote traded portfolio and build awareness on loyalty programmes



Impact of our Interventions

- ❖ Revival in sales performance, particularly in Q4, with highest secondary sales of H2 being recorded in Dec. Growth of over 6% on Q-o-Q basis v/s 1.5% in previous year
- ❖ Influencer engagement increased by 10% in H2 v/s H1
- ❖ Re-activation of 350+ customers in H2 v/s H1
- ❖ Cumulatively, #12 of the focus #27 distributors were able to achieve > 80% of targets, up from #3 distributors in H1. #2 distributors overachieved their targets
- ❖ Secondary sales drive resulted in significant reduction of channel stocks putting distributors in a better position to build on for the next financial year
- ❖ Considering the impact of the interventions on energizing sales, the organization is scaling the initiatives across the larger distributor ecosystem

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