

## Rallis India Limited

a whole new way of thinking

Rallis India Limited, a TATA company, is a market leader in marketing and distribution of agricultural products. The business had gone through a period of dramatic but uncontrolled growth, resulting in substantial losses and serious distribution channel issues. The company consisted of 28 Area Sales Offices, 25 Depots, 8 Regional Offices, and its Head Office in Mumbai.

“The Pro-Active Selling System has not only helped me professionally, but personally. I am now so much more organised that even my family is happier. Earlier I used to work up to 10.30 at night, nowadays I can finish by 7:30.”

**A Sharma**  
*Field Staff, Hanumangarh*

### Key Results

+ 18 crores (£2.6 million)  
bottom line improvement

375 percent return on its  
Project investment

Vastly improved  
customer service

Better performance  
management

### ANALYSIS

Renoir carried out a detailed study of Rallis' internal management capability and external market place identifying 6 key issues:

- Lack of market information
- Little control over its sales force
- Little control over the distribution channel
- High levels of debt
- High levels of inventory and channel stocks
- Poor availability at retail level

### PROJECT

Following the analysis, the Renoir team recruited nine client employees to form a Task Force for Operation TBEM Safal, as the project was known. The Rallis- Renoir team conducted the Focus Process™, detailing opportunities and plans for implementation, over a 6 week period.

Renoir helped Rallis regain control of the distribution channel by developing and implementing a secondary sales channel management system, as well as developing appropriate marketing strategies and processes to liquidate dumped channel stocks, introducing new products into the market, and bring major cost drivers back under control.

After proving the systems in Delhi, they were rolled out and implemented across more than 200 Sales Officers, 28 Area Sales Offices, 22 Depots, 8 Regional Offices, and the Head Office.

The results were better than forecast. Against Renoir's commitment of 7 crores benefit (£1,000,000), Rallis' bottom line increased by 18 crores (£2.6 million), a 375 percent return on its investment, in the project year. There were, however, even more important qualitative benefits, but we'll let some Rallis people tell you about those.

*“It was amazing to see the changes in the ... depot before, and after Safal; the boxes were neatly stacked, leaky, damaged stock had been segregated, all the bin cards were up to date, and all orders had their accompanying order forms”* A Kumar, DGM Finance.

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*"The performance indicators in the Scorecards helped build an awareness of the various factors which affected our performance."*  
N Joseph, GM Logistics

*"The biggest advantage of Safal is that deviations could be reviewed and corrective action taken to remove the deviations speedily."*  
S Chaturvedi, GM Sales

*"... being exposed to a whole new way of thinking and functioning, new methodologies and techniques has broadened our professional outlook."*  
K Prabhakar, HR Sales & Marketing

## THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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