

Robi Axiata / Sales & Distribution

Sales Performance Management / Bangladesh



Robi Axiata Limited is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan.

It was formerly known as Telekom Malaysia International (Bangladesh) which commenced operations in Bangladesh in 1997 with the brand name AKTEL.

On 28th March 2010, the service name was rebranded as 'Robi' and the company came to be known as Robi Axiata Limited. Robi is currently the third largest telecommunications operator in Bangladesh.

ANALYSIS

At the beginning of 2011, Robi Axiata engaged Renoir to carry out a comprehensive Business Analysis across the major divisions of the company. The Analysis highlighted several areas for improvement and Robi decided to embark on a project with Renoir to positively impact the Sales department. The objectives of this project were to:

- Design, Develop and Trial a model Sales Performance Management Control System (MCS) in 2 Robi Dealers to monitor financial and operational KPI's
- Implement the new MCS for the remaining 164 dealers across 10 Regions, coaching and training the management teams
- Train and Support the 10 Robi Regional Managers and the 80 Area Managers in becoming proficient in utilising the newly developed system
- Train Distribution Sales Representatives on Active Selling approaches to increase Route Compliance and Strike Rate
- Improve Reload Voucher Sales Growth by 16% across the 10 regions combined

PROJECT APPROACH

The project kicked off with Renoir's Focus Process™ for the first 13 weeks, followed by a 26-week Implementation Phase.

The Renoir's Focus Process™ was able to highlight that:

- Dealers are management of their business was lacking as they were not using financial and operational KPI's dashboards as there is a lack of an existing control mechanism nor system to record the information.
- Robi Regional Sales Management lacked a standardised performance reporting and are unable to properly monitor the dealers' Reload Voucher and SIM card sales
- Distributor Sales Representatives (DSR's) lack the fundamental knowledge of how to actively sell Robi's products.
- Robi's Point of Sale expansion target was not monitored through to dealer level, hence the absence of achievable targets to be pushed by dealer's internal management.

Key Results

21%
increase in Reload Voucher
Sales Growth Rate

23%
increase in Sales
Representative Strike Rate

178%
increase in
Outlet Base Growth

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PILOT: DESIGN, DEVELOPMENT & TRIAL INSTALLATION

In order to address the above mentioned issues, Robi and Renoir jointly identified 2 pilot dealers; one in a developed market and one in an emerging market to be able to develop the relevant solutions.

The first stage in the development phase was to design the new Management Control System (MCS) to link the Key Performance Indicators, performance reporting and management reviews.

Following this, the new MCS was installed to monitor performance improvement and validate the growth of the Financial KPI's (Reload Vouchers and SIM cards Sales) and Operational KPI's (Route Compliance, Strike Rate and Point of Sales Expansion)

IMPLEMENTATION STAGE

By using 4 Renoir consultants and 12 Full-Time Task Force from Robi, the project team was able to conduct the implementation in 164 locations nationwide at the rate of one location every week and a half.

The use of Robi internal Task Force ensured the cultural buy-in necessary for the sustainability of the project and helped to overcome the linguistic and cultural challenges.

A critical impact of the implementation was the facilitated training and the successful behavioural change within the Robi Regional Sales Management.

PROJECT DELIVERABLES

Reload Voucher Sales Growth

Average Before Project: 9% growth

Target: 16% growth

Result: 21% growth

Strike Rate (success rate of a realised sales visit)

Average Before Project: 71%

Average After Project: 87%

Result: 23% increase in Sales Representative Strike Rate

Point of Sales Expansion Rate

Result: 178% increase in Outlet Base Growth

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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