

## J.K. Cement

Building the fundamental requirements

J.K. Cement Ltd, an affiliate of the multi-disciplinary industrial conglomerate, J.K. Organisation, has over three decades of experience in cement manufacturing. J.K. Cement has an installed grey cement capacity of 7.5 MTPA (million tons per annum) making it one of the leading manufacturers in the country. They also has a fully automated plant of white cement based, wall putty, with a production capacity of 3 MTPA, making it the second largest manufacturer in the category.

“The wheel has started spinning, what has been done are the fundamental requirements for a sales process. The company will benefit from it in the long run.”

**Mr. R Ganesh**  
**Head Marketing**  
**South Grey – MAT Member**

### Key Results

Improved visibility of sales force performance

Provided a high degree of control and direction

Provided a structured workflow for issue/complaint resolution

Provided a blueprint for development of the “Sales force automation” system for a pan India launch

### ANALYSIS

At the time of engagement, the cement industry was going through a very difficult phase, with weak demand from its end user industries. With cement prices down, the industry was doubly affected by an increase in coal prices and freight cost, key cost components.

Despite these challenges, the organization desired to invest in itself, building a business that was ready for the future and a strong competitor. Management wanted to plug any gaps in the sales management control system (MCS) and wanted to streamline the sales process.

To deliver on this mission, the company created an internal Taskforce, that, along with Renoir Consulting, conducted a “dip stick” survey for a period of 2 weeks which helped to identify the following opportunities:

#### Sales process/behaviour

- Existing lead generation process did not ensure that viable prospects were identified and fed into the sales funnel.
- A more effective sales acquisition process was required to drive sales.
- Performance accountability was largely based on sales & collections and varied from area to area and person to person.
- There were varying levels of understanding and communication of roles and responsibilities across Marketing Officers (MOs) and Sales Support Associates (SSAs).

#### Marketing Controls

- Market making practices did not effectively capture customer attributes and market & competition intelligence.

- There were limited actions designed to improve performance.
- The Complaints Management process needed to be reconfigured so that dealers were listened to on a timely basis and actions were in place to manage their expectations.

#### Regional/Zonal MCS

- Existing performance reporting did not capture key operations criteria.
- High standard deviation in the number of active dealers, average sales/dealer ratios and attrition for each MO.
- There was also wide variation in achievement of sales targets, both in performing and non performing regions and there was poor understanding of the causal factors.

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“The level of visibility provided is what I have been looking for, for a long time. Now I know exactly what my people are doing on any day.”

**Mr. Vinod Nair**  
**South Karnataka Regional Sales Head & MAT Member**

## PROJECT APPROACH

Management decided to focus on grey cement marketing in North Karnataka and Bangalore.

The team initially conducted a survey in 5 of the districts in Karnataka, which supported the points identified during the Analysis. These studies helped convince the sales team that the issues were real, and engaged them in developing and implementing systems that would improve the sales process.

The solutions designed were simple and attacked the problem at the grass root level. They were developed in participative workshops with the entire sales team and included:

- Daily “beat” (territory) planning system.
- Dealer profile (Dealer cards) system.
- Daily reporting process for market intelligence and issue reporting.
- Monthly performance scorecards.

Considering the numerous stakeholders involved in this exercise, both internal and external, it was imperative to manage the implementation as an integrated change management program.

In order to evaluate the completeness of the solutions designed, the Taskforce undertook pilots in certain districts, before rolling it out to 15 districts in Karnataka. Based on the outcome from the pilots, and by making suitable changes, the new program was rolled out across the state.

The key highlights of the systems developed and implemented are as follows:

### Daily beat planning system

- Daily market visits by sales, planned and executed in a systematic manner, for effectiveness in terms of customer engagement as well as efficient in terms of complete market coverage.
- Considering travel time, sales outlet density and mode of transportation.
- The Sales team is aware of all the outlets in their beats.
- There is a logical grouping of outlets that can be covered in one day.
- Clarity of the number of outlets in the region, their business potential, and their market coverage and penetration.

### Daily beat planning system

- Information includes dealer infrastructure, current brands sold, overall and brand volume potential, credit status etc, which can also be used to analyse region and beat potential to prioritise, control and manage the trade sales.

### Daily visit reports

- Daily activity log to track the number of visits made by the sales person per day.
- Tracking and updating market intelligence and information of outlets visited.
- Selling price of competitor brands.
- Stock levels and share of JK product.
- Recording and managing dealer complaints or to update outlet visit observations.

## THE RENOIR GROUP

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