



CLIENT STORY | REORIENTATION OF DISTRIBUTION SETUP FOR INDIA'S LARGEST SALT BRAND

Region :
 INDIA

Consulting Services :
 REORIENTATION OF DISTRIBUTION SETUP

CLIENT SITUATION

- The client – India's largest salt brand – was relying on a third party for selling and distribution.
- New competitors were emerging with new brands – threatening the clients market position
- Limited control over the distribution had led to gaps in the market presence and weak channel relationship
- The client requested assistance from Avalon Consulting to review the situation and help it hold on to its leadership position and grow rapidly

OUR APPROACH

- Analysis of existing sales setup and scenario building on alternatives
- Interviews with distributors, retailers and competitors sales personnel to understand the main trends and the channel dynamics
- Analysis of channel role and costs – benchmarking with comparable firms
- Inviting, scanning and evaluating responses from potential channel partners and assistance in selecting the right candidates
- Diagnostic of sales and distribution related issues in 14 problem locations – an exercise which was rolled out to another 80 locations jointly with the clients team – code named 'Operation Toofan'

OUR RECOMMENDATION/ IMPACT

- The client Board approved setting up own sales and distribution.
- Revised organisation structure with roles and responsibilities, KRAs, incentives and reporting as recommended
- Revised channel roles, margins, KRAs and incentives
- Identifying suitable distributors to address market gaps
- Location specific initiatives to improve market shares in problem areas