



CLIENT STORY | SALES PLAN DETAILING AND MANPOWER PLANNING FOR ACHIEVING STRATEGIC GOALS

Region :
INDIA

Consulting Services :
SALES PLANNING AND ORGANISATION DESIGN

CLIENT SITUATION

- The client is a leading agri-product conglomerate in India- one of the largest manufacturers and marketers of fertilizers, speciality nutrients and crop protection solutions
- The company has commissioned an expansion project in fertilisers, and wanted to prepare its sales team to double its fertilizer sales in the next 4 years
- The client wants to review the sales and marketing organizational design and develop a manpower plans to aid in growth
- Additionally, a detailed sales plan needs to be worked out such that the projection are in line with the company's strategic objectives

OUR APPROACH

- Avalon structured the assignment into three modules- Sales Planning & Detailing, Organizational Design and Manpower Planning
- District-level market size projections developed based on analysis of past trends
- The client's sales projections were worked out at the district level such that it achieved multiple strategic objectives such as increasing reach, de-risking sales and tapping new segments
- The top districts to focus on for achieving the sales goal were identified
- The organizational design the sales & marketing was reviews with a view to enabling clear cascading of strategic objectives
- District-level dealer network plan was developed
- Based on norms of market coverage, no. of dealers handled, and span of control at each level in the hierarchy the manpower plan for the sales

OUR RECOMMENDATION/ IMPACT

- The immediate benefit to the client included a savings of 15% in manpower cost due to proper manpower requirement planning
- Additionally, a staggered schedule for ramp up of manpower has helped improve utilization of resources significantly
- The clarity on the sales planning process helped the client forecast requirements with significant improved results
- A detailed Organizational Design and Job Description helped allocating right people for the job leading to overall improvement in performance