POLESTAR

Enhanced Sales Productivity by **67%** for a Leading

Indian Tobacco Manufacturer

through Automated Sales Processes

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To us, it was strikingly axiomatic that our next sprint of sales growth was much dependent on how successfully we were able to improve the sales productivity, efficiency and effectiveness

Vice President, Sales.

Client Overview

Our client is a prominent tobacco manufacturer headquartered in India, operating in three major lines of business: Cigarettes, Confectionery, and Chews. With a vast and diverse sales organization comprising over 18,000 Sales Executives, 100,000+ Wholesalers and Distributors, and numerous retailers, the client has established a significant market presence.

PROBLEM STATEMENT

The client faced complexities in managing a large, hierarchical sales organization. Issues included inefficiencies in sales processes, difficulties in tracking productivity, and fostering collaboration. Additionally, sales representatives spent significant time on non-core activities, affecting productivity and leading to inconsistent sales quota achievements. To address these problems, they were looking out for a solution to automate sales management, enhance real-time insights, and improve overall sales productivity and efficiency.

Underlying Practices

The client's top-line growth heavily relies on the effectiveness of their Sales function. Key practices include:

▶ Engaging a large team of sellers and business and channel partners.

▶ Maintaining a hierarchy of Sales Managers, Team Leads, and Sales Executives.

▶ Coordinating with over 100,000 Wholesalers and Distributors.

▶ Interacting with innumerable Retailers to ensure product availability and visibility.

▶ Striving to improve sales productivity, foster collaboration, and ensure consistent adherence to sales processes.

▶ Addressing inefficiencies, which shows that 30-50% of sales representatives' time is spent on non-core activities.

▶ Combating erratic sales quota achievements by closely monitoring sales team performance.

Key Challenges

The client's sales management team identified several critical challenges:

Manual Sales Planning

The sales planning and forecasting process relied on spreadsheets, leading to manual errors and inefficiencies.

Sub-optimal Sales Ramp-up Time

Manual processes, offline playbooks, and disparate systems for planning and performance data slowed down the sales ramp-up time.

Siloed Sales Data

Sales teams spent excessive time coordinating with multiple teams to pull reports and assess performances.

Lack of Real-time Insights

It was challenging for managers to keep track of sub-optimal performances and bad trends in real time, making proactive management difficult.

Solutions Implemented

▶ **User-centricity:** We analyzed user behavior to tailor automated processes, ensuring a seamless and intuitive experience for the sales teams.

▶ **Flexibility:** Modular components were used to build processes that can be easily adjusted or expanded, supporting both immediate and long-term needs.

▶ **Built adaptable systems:** Our systems are designed to scale and pivot in response to organizational changes and market conditions, keeping sales teams agile and competitive.

▶ **Faster time-to-market:** We streamlined development and implementation to reduce time-to-market, enabling sales teams to quickly benefit from new tools and processes.

▶ **Modern experience and mobile enablement:** With a mobile-first design, the product ensures that sales teams can access the system from anywhere, enhancing flexibility and convenience.

▶ **Adopted a product-centric approach:** A product-centric strategy aligned with user needs, flexibility, and accessibility allowed us to deliver a comprehensive solution meeting sales team demands.

Results Achieved

Amplified Sales
Productivity by

67%

30-35%

reduction in the
number of man-hours

360

view on bottom-line
numbers and reduction
in manual errors

54%

greater transparency
in the sales planning
and approval process

30%

reduction in approval
times leading to
greater transparency

15%

improvement in
forecast accuracy by
leveraging real-time
data reports