



south asia's HR marketplace

Battle of Distribution Business

- a revenue solution

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Photo courtesy: Open source

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Executive Summary

Talent Forum thrives on developing a knowledge-based economy by encouraging ground breaking research that unleashes talent across industry, generation, and region. And building a community of professionals unified by a notion that full utilization of the critical talent pool is at the heart of business success.

To be the reasons for our core success, we conduct survey and groundbreaking research on a continuous basis, unleash new ideas/innovation to the talent community where we belong.

The fast-moving consumer goods (FMCG) in the form of distribution business in Bangladesh are becoming increasingly saturated, therefore; it's critical to address the underlying broader challenges that impact company's top-bottom line.

In this context, we present the finding of our groundbreaking, all-encompassing survey, the "Battle of Distribution Business," which was conducted to unleash practical insights into the challenges that distribution businesses of the FMCG industry face today as well as a framework for developing business solutions that will increase their top-bottom line, market share, and sustainability in this fiercely competitive market.

The survey was conducted across Bangladesh, encompassing FMCG professionals employed in distribution businesses of both top & middle tier Multinational Corporation (MNC) FMCGs and local FMCGs.

The survey aimed to provide a real-time challenges framework that is most frequently faced at the battle of distribution business in Bangladesh focusing on FMCG by delving into four balanced perspectives: financial & output, process improvement, stakeholder engagement and people development, comprises of 60 questions. After addressing the aforementioned challenges, the organization will gain top-bottom line from a successful "solutions framework" in this report.

Sir Robert Simons, the Baker Foundation Professor and Charles M. Williams Professor of Business Administration at Harvard Business School, Emeritus, provided with a most advanced framework for strategy execution, which we used to conduct this survey.

The findings of this battle of distribution business will also be progressively made public by Talent Forum, as we believe that in an enraged world, we will never lose. We will learn from each other or win.

All FMCG/ distribution professionals in Bangladesh should do homework on this battle of distribution business survey to make their organization profitable, It's a certain matter.

Talent Forum warmly thanks all of the participants and other stakeholders, especially Formstack, a reputed software and survey company in the United States, without whose unstinted cooperation and spontaneous participation, we would not have been able to rollout this survey for the pan country.

Survey Dashboard

Distribution professionals from the following top-tier companies participated in this survey. Based on the frequency of participants, the following company names have been arranged.

MNC:

- BAT
- Unilever
- Nestlé
- Reckitt Benckiser
- Coca-Cola
- Marico
- BEOL
- Perfetti Van Melle
- Dabur
- JT International
- Mondelez
- Godrej
- Emami
- Hemas
- Zydus Wellness

LOCAL:

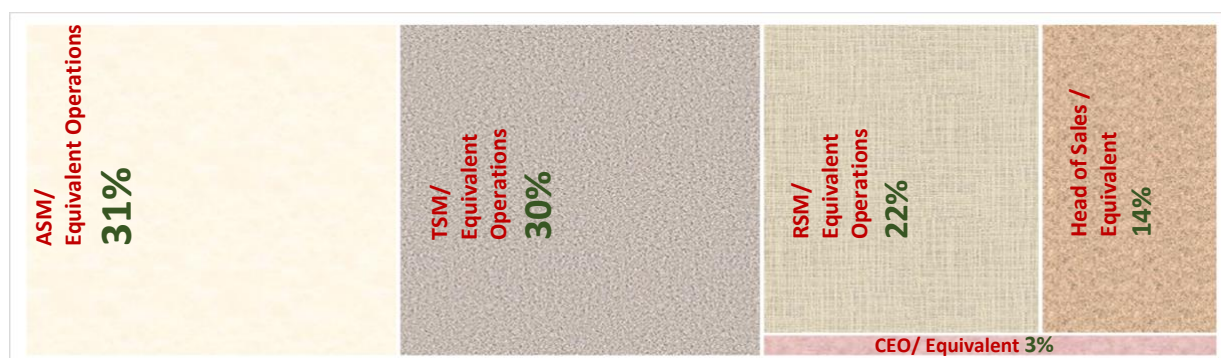
- New Zealand Dairy
- Square Toiletries
- Square Food & Beverage
- Transcom Beverage (PepsiCo)
- PRAN
- Akij Food & Beverage
- Akij FMCG
- MGI
- City Group
- ShopUp
- ACI Foods
- Abdul Monem (Coca-Cola)
- ACME Consumer Products
- Bombay Sweets
- Colgate-Palmolive ACI



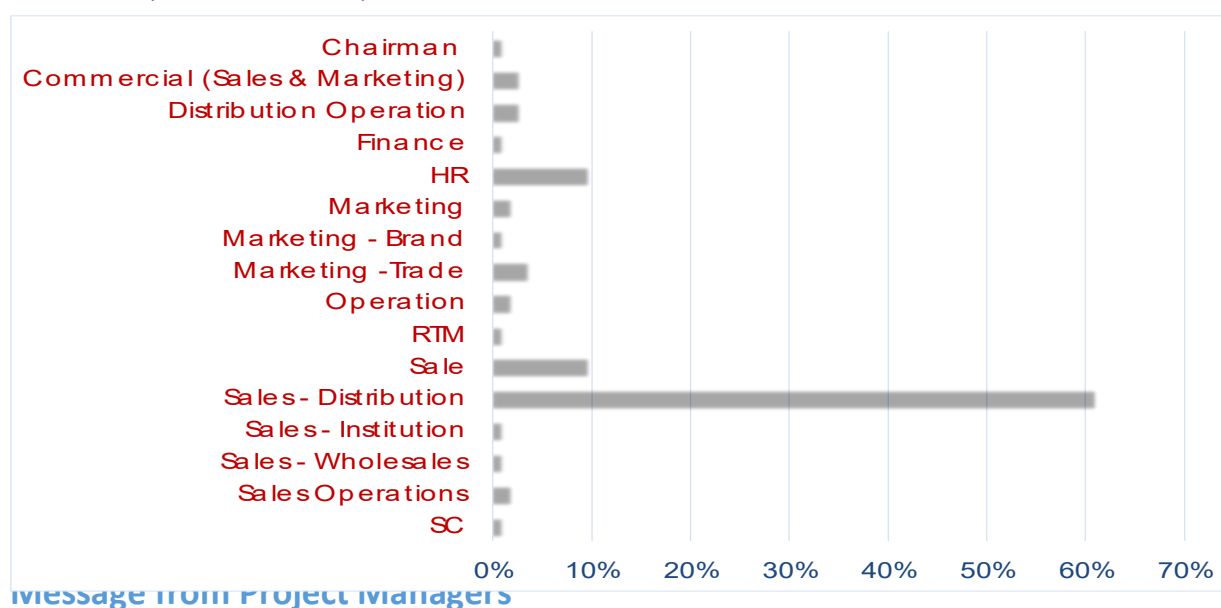
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FMCG professionals from the following job levels / hierarchy & its equivalent position participated in our battle of distribution business survey and have contributed to its success.



FMCG professionals from the following portfolios participated in our ground breaking research on battle of distribution business survey and made the survey balanced.



When the concept of Battle of Distribution Business was first discussed in our team meeting, we did not have any precedent reference for this initiative, because this kind of ground breaking research focusing on FMCG didn't take place before. It was new, a completely new genre in Bangladesh.

Groundbreaking research that is linked to Talent Forum's vision is a key component of its success. The company has been driving this DNA since its founding and has been successful to this day. This served as our pathway for this battle of distribution business.

Our combined experience working in distribution sales and finance at Unilever Bangladesh Limited before joining Talent Forum was really helpful in helping us visualize the battle of distribution business.

This project has been worked on by a top-notch analytic team, and it has been made more practically appealing by our chief consultant's direct supervision. In addition, span of control in the form of budget, empowerment, state-of-the-art technology, and all logistical assistance made this battle of distribution business triumphant. The team at Talent Forum has also worked with over 20 industries both locally and abroad; these experiences were unparalleled. The use of Harvard Business School's new strategy execution approach has enabled us to more effectively identify and diagnose the distribution-based company's actual business difficulties. We made the battle of distribution business successful by merging all of the above USPs.

We gained experiences of real distribution based integrated challenges from sales, marketing, HR, finance, SC point of view from top and mid-tier MNC and local FMCGs in Bangladesh. We had numerous obstacles to overcome at the time of our market communication and execution of battle of distribution business as 90% of the obstacles were related with execution, and 10% of the obstacles were related with formulation.

Distribution professionals ranged from CEOs to TSMS/equivalent ranging from front to back office of almost 100% top and mid-tier MNC & Local FMCG companies have engaged and participated in our research. The function includes Management, Sales (retail, wholesale, rural sale, modern trade, Institution, HoReCa, e-commerce), BTL, ATL, TTL, GTM, RTM, Distribution, Capability Development, Market Audit, Sales Operations, Sales HRBP, Sales Finance BP, Sales SC BP, and Depot & Physical Distribution.

We engaged with all distribution sales stakeholders, listened to their concerns about the challenges they experience in the field, and attempted to underscore the areas where they differ from headquarters' professionals. We also made a balanced effort to underscore more of sales on the gaps that they face with colleagues in management, marketing, HR, finance, and supply chain. The scope of battle of distribution business was confined with top most 60 challenges of distribution businesses of the battle field.

We are confident that if those obstacles in the war are well executed, the distribution-based companies will undoubtedly see top- and bottom-line gains. Top companies will experience 8%-10% topline gain, mid-tier companies will experience 12-15% top line gain, even in this downturn economy.

Talent Forum will be here for you if you have any more questions. Please get in touch at +8801841010200 or consultancy@talentforum.org. We would want to express our sincere gratitude to all stakeholders involved in this battle of distribution business.

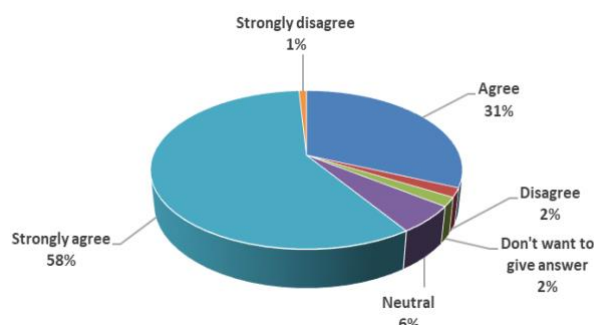
Sincerely,

MD Asif Alam Bipul, Senior Manager- FMCG Distribution Business Restructuring at Talent Forum
Kaniz Sultana, Subject Matter Expert- Business Finance at Talent Forum
Both worked at Unilever Bangladesh Limited in the most recent time.

SURVEY FINDINGS AND ANALYSIS

SECTION A: Financial & Output Perspective

1. The annualized ROI for distributors should be at least 1.5 times higher than bank interest rates. The actual ROI needs to be evaluated and verified with the distributor on a monthly basis to reduce disagreements over profitability.

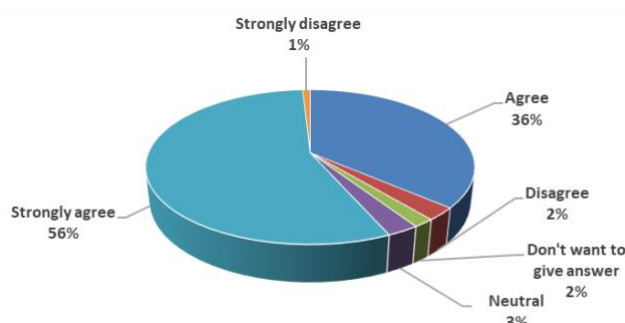


3% of respondents express disagreement with the proposition that the annualized ROI for distributors should be at least 1.5 times higher than bank interest rates (cost of fund). Furthermore, it is recommended that the actual ROI be regularly evaluated and verified with distributors monthly to mitigate disagreements over profitability.

This underscores the importance of proactive monitoring and communication strategies to ensure alignment between distributors' expectations and actual financial performance. Such practices can foster transparency and trust within distributor relationships, ultimately contributing to sustained business growth and mutual success. However, in reality, we see opposite voices, many distributors struggle despite their willingness to lift products.

The suggestions that follow could work as fixes for your current business:

- The company should introduce block management, e.g., 3 blocks in a month, or cycle management, e.g., 3 days/7 days frequency, which will increase the bandwidth of the distributors' investment and lead them toward profitability.
 - If distributors experience a cash crunch, the company can create a framework by signing an MOU with FI/NBFI so that distributors can avail it. Depot needs to consider evening banking to complete its primary sales within the same day.
 - The depot operation of the company should support evening banking to ease the distributor's operation.
 - Credit given to the distributors by the company can create unhygienic practices in the market.
2. The product price must have a clear demarcation line that does not cross over into another sales channel within the company to prevent unhygienic sales activities and cross-border sales.



Among employees at local companies, approximately 8% express disagreement and non-responsiveness with the notion that product pricing should be clearly demarcated to prevent the occurrence of unhygienic sales activities and cross-border sales across different sales channels within the organization.

This emphasizes the importance of establishing pricing policies and strategies aimed at maintaining integrity and consistency in sales operations. Clear demarcation lines in pricing not only uphold ethical standards but also safeguard against potential disruptions to market dynamics. Implementing such measures can contribute to the overall sustainability and reputation of the company within its operating landscape.

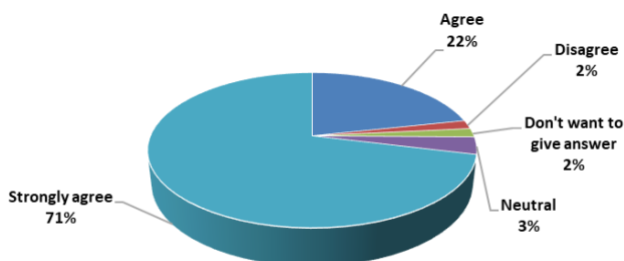
Small and midsize FMCGs have these challenges in their practices, and this is one of the major gridlocks for them to expand business; thus, these challenges impact their top-bottom line on a large scale.

The following recommendations might be solutions for your existing company:

- Retail, wholesale, rural sales, modern trade, institutions, HoReCa, and e-commerce are among the established sales channels for FMCG businesses. One channel's pricing strategy doesn't spill over the other and should have clear demarcation. If the prices spill over, it will create major gridlock for the company.
- The wholesale market is more dependent on credit, which may impact the country's business if the company doesn't maintain proper balancing among the channels, focusing on retail channels.
- Institutional and HoReCa channels should have a double GP than the traditional channel, as tertiary customers directly lift the products from the company.

- Brand visibility is equally, or to some extent, more paramount as compare to price & its profitability in the modern trade business.
- Absent of market surveillance on pricing will create unhygienic business as everyone is an opportunity taker to fill the gap in the market, whether from within or outside of the company ecosystem.

3. A distribution-based company should prioritize numerical distribution to ensure coverage and secondary sales.



Approximately 98% of respondents hold the belief that a distribution-based company should prioritize numerical distribution to ensure coverage and secondary sales. This is fundamental for FMCG businesses.

While numerical distribution aims to expand market reach/ coverage and facilitate secondary sales, it is essential to recognize alternative channels; however,

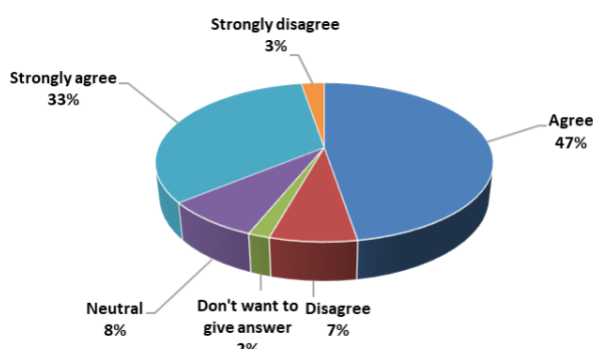
they have small pockets in the market.

Acknowledging and addressing these perspectives certainly enhance overall distribution effectiveness within the company.

The suggestions listed below could work for your current business:

- In Bangladesh, the total universe for coverage in the form of retail is more than 15 lacs, where many small-sized FMCG companies' effective coverage is 1 lac and mid-sized FMCG companies' effective coverage is near about 5 lacs. The above gap is the Access to Potentiality (ATP) for the companies that want to witness more top-bottom line gain.
- One of the applications named FC-LC (First Call to Last Call) in the route and beat for sales representatives/ sales officers and officers/ executives/ managers at the territory level will increase the company's effective coverage.
- The company should work on TP/ TLO, and CP to get back the churn retailers.

4. The primary sales will be impacted proportionately, and the secondary sales will be affected by unfair tactics in the means of forward sales if the Demand Planning, SC, and Production departments fail to onboard products at the central depot on time.



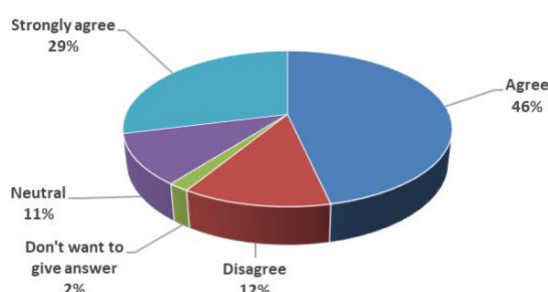
20% of respondents express disagreement and remain non-responsive with the statement that should the demand planning, supply chain, and production departments fail to onboard products at the central depot on time, then primary sales will be impacted proportionately, and secondary sales may be influenced by unfair tactics like forward sales.

The possible effects of operational inefficiencies on overall sales performance and market dynamics are highlighted by this observation. It emphasizes how crucial it is for different functional areas to coordinate seamlessly and act on time to reduce risks in the distribution network. Proactive

steps are needed to improve cross-functional cooperation and streamline supply chain operations to address these challenges.

The following recommendations might be applicable to your present business:

- This question may not be common for top-tier FMCG companies. However, many of the companies may face these challenges because of the soaring of greenback, lack of proper demand planning, and lack of coordination, and other reasons. The answers lie with the solution to these challenges.
 - The span of control in the form of HC allocation, budget allocation, distribution of decision-making authority, and logistics support should be balanced among the departments and employees. In many local FMCG companies, these challenges are seen. Balancing the span of control is a proper solution.
 - The core message of the question is to give a blank cheque to the salespeople to show their excuses: "As we don't have these SKUs available at the depot, we couldn't make primary, thus secondary sales, whereas these SKUs have demand in the market." Department synergy is crucial.
 - If these challenges are frequent practices for the company, the S&D plan should be adjusted proportionately.
5. If distributors experience a cash crunch, the company can create a framework by signing an MOU with FI/NBFI so that distributors can avail themselves of it. Depot needs to consider evening banking to complete its primary sales within the same day.

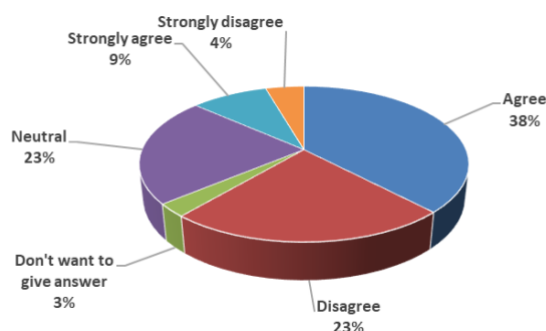


25% of respondents express disagreement and non-responsiveness with the idea that should distributors experience financial difficulties, the company can create a structure design by entering an MOU with FI/NBFI to facilitate distributors a loan, if the distributors need the loans with their own risk.

The suggestions listed below may be relevant

to your current business:

- Most of the good distributors have the distribution of many companies, including competitors' ones. They manage their funds very critically; the same distributors have dependencies on secondary sales, tertiary sales, and the sales performance of other companies under their umbrella. The financial crunch is a common phenomenon. Putting pressure on them to lift by ignoring this financial crunch will be a foolish approach. Proactive attention to address these challenges will provide a big solution against a big gridlock.
 - The company should introduce block management, e.g., 3 blocks in a month, or cycle management, e.g., 3 days/7 days frequency, which will increase the bandwidth of the distributors' investment.
 - The depot operation of the company should support evening banking to ease primary sales by the distributors on the same working day.
6. The gross profit margin on institutional and HoReCa sales should be doubled in comparison to distribution sales.



While 27% of respondents disagree, 47% of respondents think that the gross profit margin on institutional and HoReCa sales should be double that of distribution sales.

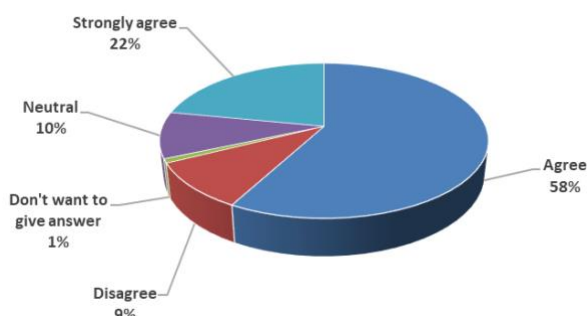
This disagreement highlights diversified viewpoints regarding the best profit margin plan for those sales channels. It emphasizes how crucial it is to give careful thought and analyze to choose the best strategy for profit margin optimization those channel segments.

The following recommendations might apply to your existing business:

- The company bears the cost of transportation for institution and HoReCa channels, as opposed to the distributor-to-retail transportation costs under traditional distribution channel. In addition, corporate

sales professionals require additional functional cars to visit HoReCa and corporate houses. This gap needs to be addressed by doubling the GP margin.

7. A company gains greater brand visibility in a modern trade chain than just a direct profit margin.



9% of participants disagree with the statement that a contemporary modern trade chain's core USP is brand visibility.

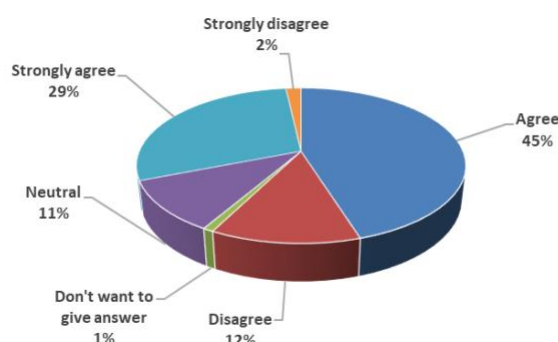
This viewpoint highlights different perspectives about how MT channel is developing product visibility and customer awareness. It makes one stop solution for the consumers and considers the various aspects that go into how consumers perceive and recognize brands

in changing retail environments. Comprehensive market analysis and evaluations of the effects of various channel engagement techniques on customer involvement and brand visibility may be beneficial for companies.

The following advice might apply to your present company:

- Traction through ATL is decreasing gradually, and it symbolizes common awareness rather than customer conversation. TTL has an impact on conversion that is increasing; however, more than 80% of the pie is occupied by BTL, where individual customer attention, engagement, interaction, and conversion are the most fundamental. The MT channel plays a great role here. However, the experiences of different companies for the same MT channel are different because the budget allocation capabilities and priorities of different companies are not the same.

8. In a contemporary, modern trade channel, the company's target is more visible than just its direct profit margin.



26% of respondents express skepticism regarding the assertion that within a contemporary modern trade channel, the company's primary objective is greater visibility rather than solely focusing on its direct profit margin.

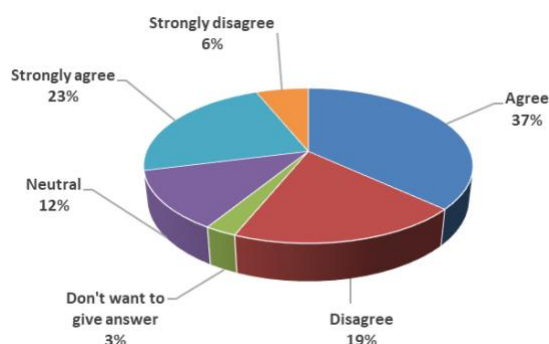
This viewpoint reflects varying perspectives on the balance between brand visibility and financial performance within modern retail environments. It prompts consideration of

the nuanced dynamics shaping of the companies' strategic priorities and objectives in navigating competitive market landscapes. Addressing these diverse viewpoints may involve reassessing strategic goals, refining these MT channel strategies, and aligning marketing efforts to effectively balance brand visibility with financial objectives.

The suggestions that follow could be fixes for your current business:

- Traction through ATL is decreasing gradually, and it symbolizes common awareness rather than customer conversation. TTL has an impact on conversion that is increasing; however, more than 80% of the pie is occupied by BTL, where individual customer attention, engagement, interaction, and conversion are the most fundamental. The MT channel plays a great role here.
- MT channel asks for regular- big discount from MRP from the companies depending on the product brand.
- The experience of different companies for the same MT channel is different because pricing & expenses for this channel are different for different companies.

9. The sales target for the current month is impacted because back-office employees take longer time to approve TP/ TLO and CP.



25% of respondents don't think that back-office employees who are helping make delay in approval for TP/ TLO and CP that have an impact on the sales target for the current month. Or, back-office employees don't make delay in the approval process. Furthermore, 15% of participants remain non-responsive on this challenge.

This difference in viewpoint highlights how internal procedures and its operational effectiveness are seen to impact sales

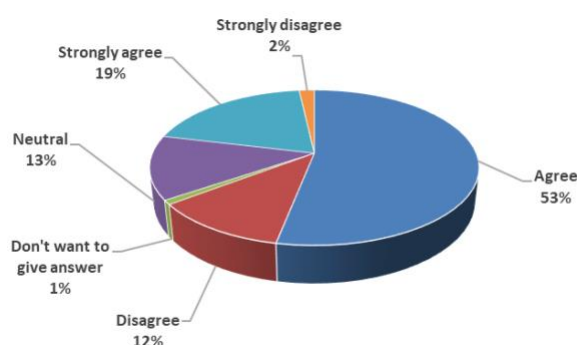
performance indicators. It makes CEO to think about how crucial it is to improve coordination between front-line sales teams and back-office/ operations to streamline approval processes, and minimize any potential disruptions to sales targets. To solve these challenges and to improve sales effectiveness & business growth, actions need to be taken to speed up approval procedures.

These responses are typically subjective, as they are largely dependent on revenue size and operating culture of a company. A large FMCG/distribution-based company with a revenue size of 1,000 crore BDT or more is less likely to experience these challenges. However, less than a 1,000 crore BDT company is more likely to experience the same.

The following recommendations might be solutions for your existing company:

- This question may not be common for top-tier FMCG companies. However, many of the companies; may face these challenges because of lack of resource allocation and coordination. The answer lies in the solution to these challenges.
- The span of control in the form of headcount (HC) allocation, budget allocation, distribution of decision-making authority, and logistics support should be balanced among the departments and employees. In many local FMCG companies, these challenges are seen. Balancing the span of control is a good solution.

10. To accelerate LPC, at least the top 20% of distributors and retailers should be under weightage distribution.



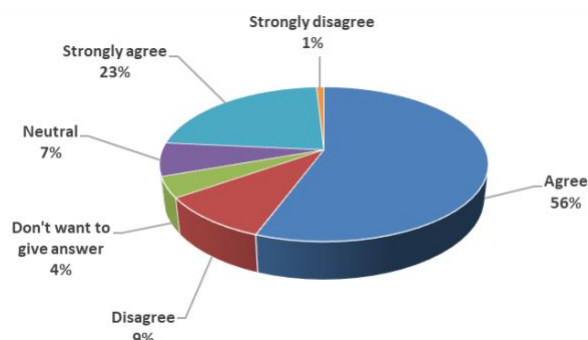
14% of respondents do not concur with the assertion that, to promote range selling and weightage distribution, Line Per Call (LPC) is one of the major applications.

It is essential to apply priority market-oriented applications to boost sales; the 80:20 rule is one of them. LPC promotes range selling and weightage distribution; about 80% of total revenues come from 20% of the total retail and distributor coverage.

The ideas that follow might be solutions for your existing company:

- Weightage distribution is equally important as numerical coverage.
- LPC is a core sales application to boost range selling and weight distribution.
- The 80:20 rule is applicable in practical sales operations.

11. The company also needs to expand ATL and TTL if it wants to increase distribution sales in terms of volume.



10% of respondents believe that if a company wants to increase distribution sales in terms of volume, it does not necessarily need to expand its ATL and TTL efforts.

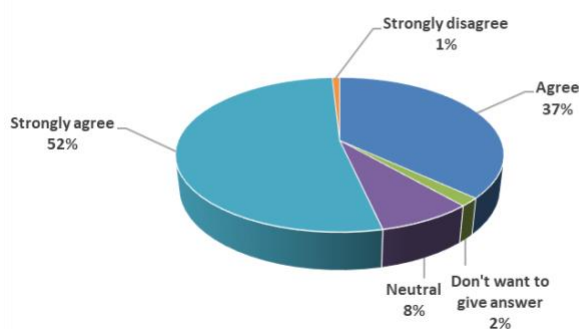
ATL traction is steadily declining and represents consumer awareness rather than consumer conversion. TTL's influence is growing, while BTL accounts for more than 80% of the market, where

personalized attention, connection, engagement, and conversion to the consumers are crucial.

The following recommendations may be able to help your existing company:

- From a common awareness perspective, ATL must not be compromised; this is crucial for consumers to off-take or tertiary sales.

12. A quarterly review of annual S&D is essential, along with its budget and span of control (all resources' support).



11% of respondents don't agree and remain non-responsive regarding quarterly review of the annual Sales and Distribution (S&D) plan, including its budget and span of control, as essential.

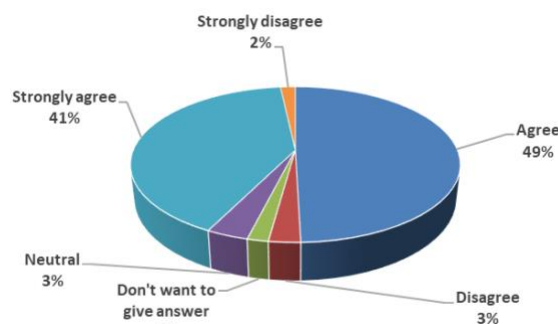
The world economic duress, soaring of the greenback, lack of proper S&D, value chain, demand planning, and shortfall of YTD and MTD raise the necessity of a quarterly evaluation of S&D, budget, and

resource allocation. However, for 1st tier-FMCG/distribution-based companies, this is a common practice, irrespective of the challenges they face.

The following recommendations may be able to help your existing business:

- Block-wise review, monthly review, and quarterly review are essential.
- Resource allocation in the form of HC, budget, distribution of decision-making authority, and logistics support is a must.
- Proper trade support in the form of formulation, operation, communication, and implementation is equally paramount.

13. It is essential to classify distributors and retailers to reduce the cost of sales operations and improve weight distribution.



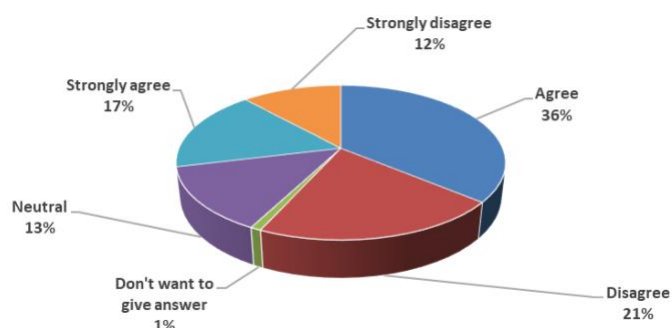
10% of participants don't believe & remain non responsive regarding classifying distributors and retailers is necessary.

These market applications can reduce operating expenses in the distribution system, improve sustainability of sales operations.

The suggestions that follow could be fixes for your current business:

- The 80:20 ratio applies here, which refers to 80% of total distributors and retailers providing 20% of business and 20% of total distributors and retailers providing 80% of business. Thus, organizations need to make the best strategic choice.
- In general, the application company should apply a numerical distribution to 80% of distributors and retailers and a weighted distribution to 20% of distributors and retailers. If the company can apply a weighted distribution of 80% to distributors and retailers, MTD/YTD achievement will be easier.
- This application helps company to choose from the best alternatives, thus reduces to cost in the form of trade merchandising materials allocation, TP/TLO/ CP allocation and channel communication.
- Tier management among the pool of weightage distribution brings more effectiveness and reduce its operational cost.

14. The TSM/ASM/RSM's monthly target is not set in accordance with the trends or region-wise economic activities of a particular market.



The statement that the monthly targets of TSMs/ ASMs, and RSMs are not in line with market trends or region-specific economic activity is supported by 53% of respondents.

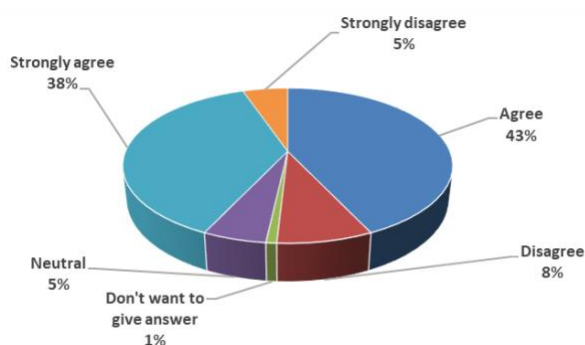
It is essential to think about how target-setting procedures should be more contextualized. To effectively align sales targets with changing market conditions, addressing these insights may require

putting in place more thorough market study applications, improving the lines of coordination between field sales and RTM teams, and adding SMART target-setting frameworks.

The suggestions that follow could be fixes for your current business:

- The answer to the question depends on which company tier the respondents belong to. First-tier companies generally don't face these challenges heavily.
- Second tier FMCG and distribution companies frequently face these challenges, and third-tier FMCG and distribution companies face these challenges in reality.
- Proper RTM management, Access to Potentiality (ATP) management, and market intelligence-based software could be a good solution.
- Market size, trend, seasonal impact, TP/CP/TLO impact, L&D clearance, distributors' dispute mitigation, and on-time distributors' claim settlement should be taken into consideration while setting the target.

15. The expansion plan for extremely rural coverage should be managed by a specialized portfolio manager, distributors' JBP, or third party.



13% of respondents disagree that a dedicated portfolio manager, distributors' joint business plan (JBP), or a third-party organization should be in charge of the expansion strategy for very rural coverage.

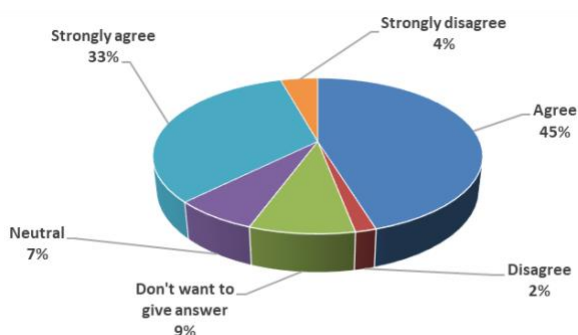
These endeavors have the potential to optimize the efficacy and durability of growth initiatives while guaranteeing conformity with corporate goals and commercial conditions.

The following suggestions could work for your current business:

- The third-party or JBP model with distributors or national distributors (ND) is one of the easiest solutions to expand in extremely remote areas. This approach is cost-effective, but on the other hand, it promotes unhygienic practices in the form of cross-border and forward sales. Strong surveillance is required to overcome these challenges.
- Owning a portfolio manager for rural sales could be another option where surveillance and fixed employee costs are high compared to expansion in outlets, retail, and volume.
- The company has to make a decision between these two strategic choices.

SECTION B: Process Improvement Perspective

16. The Annual Business Plan (ABP) and the S&D plan integration are "department-wide" responsibilities, not just the sales and finance departments' exclusive domains.



6% of respondents do not agree with the assertion that the integration of the ABP and the S&D plan is a collective responsibility across departments rather than solely the purview of the sales and finance departments. Additionally, 9% of respondents declined to provide an answer.

This observation underscores diverse perspectives regarding the scope of accountability and collaboration in strategic planning processes within

organizations. It prompts reflection on the importance of fostering cross-functional alignment and communication to ensure comprehensive integration of business plans across departments. Addressing these viewpoints involve enhancing coordination mechanisms, promoting transparency, and fostering a culture of collective ownership and collaboration in strategic planning efforts. Such initiatives can facilitate more cohesive and effective execution of SMART targets, driving sustained growth and success.

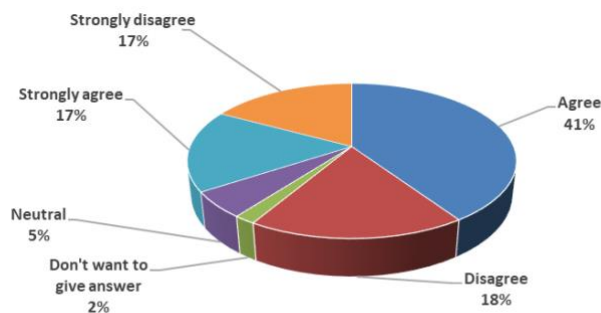
Top-tier FMCG/ distribution-based companies generally don't face these challenges. However, 2nd and 3rd-tier FMCG and distribution-based companies often face these silo factors, which subsequently have a negative impact on targets.

You could try the following ideas for your present business:

- The main thrust of the question is to provide the CEO with a blank cheque to present justifications from the department(s) claiming that the plan is unclear to them because they were not involved in the formulation of ABP and S&D, which has a detrimental impact on execution.
- The span of control in the form of HC allocation, budget allocation, distribution of decision-making authority, and logistics support should be balanced among the departments during the formulation of ABP and S&D.

- ABP and S&D plans should be adjusted quarterly through the adjustment of the threshold level of the KPI dashboard.

17. Demarcating an area or territory under a region should be based on outlets; location should be given less weight.



Because the question is subjective in nature, the responses are extremely variable, necessitating a tailored application for each specific organization.

35% of respondents disagree with the concept that demarcating an area or territory within a region should be based primarily on outlets, with geography taking secondary importance. Furthermore, 7% of respondents do not have a firm stance

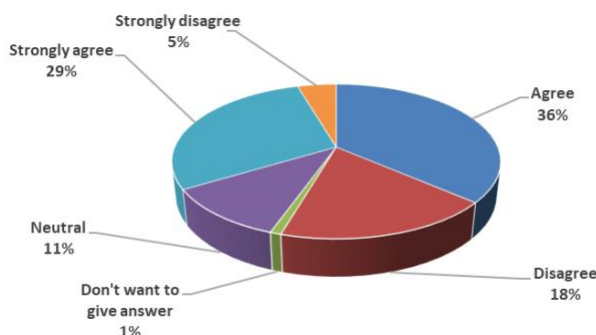
on these challenges.

This observation highlights the various perspectives on the rationale for dividing sales territory within regions.

The following suggestions may prove advantageous for your current business:

- The answer to the question depends on the strategic choices made by management. Both applications are equally acceptable, subject to the art of execution.
- If territory demarcation is based on location, there might be uneven practices in the market. To adjust these traditional practices, there might be inequality in employee salaries for the same salary grade and designation.
- If territory demarcation under a region is based on pollution or outlets, FMCG and distribution companies can overcome the challenges of demarcation of plans based on location. However, it may increase unhygienic sales in the form of cross-border sales if not under the proper surveillance of the sales operations team.
- Proper RTM management and Access to Potentiality (ATP) management could be great solutions.
- Market size and trend should be taken into consideration while making this demarcation under region.

18. Volume should be the basis for the monthly sales target, not value/ order.



23% of respondents do not believe that volume should serve as the primary basis for establishing monthly sales targets, favoring it over value.

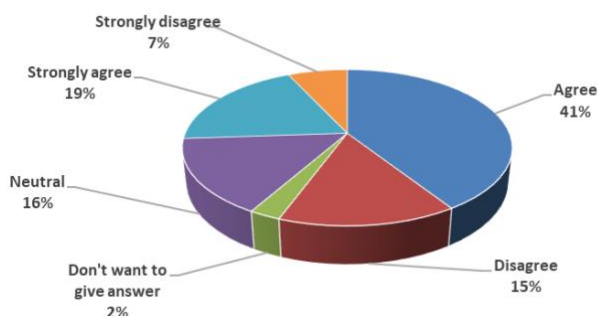
The following suggestions could be helpful for your current business:

- The FMCG/ distribution companies should follow volume-based as opposed to value-based pricing because any change in the product price will change the annual

S&D and value chain instantly.

- Trade marketing operations face challenges in formulating TP, TOL, or CP if the target is set based on the value.
- If the price of R/M changes in the middle of the business year for a particular company, then it brings changes in the total ecosystem of S&D and its value chain, which is disruption for the field force.

19. When a single distributor works with more sales channels for a single company, cross-territory and unfair practices are likely to happen. This also applies to employees.

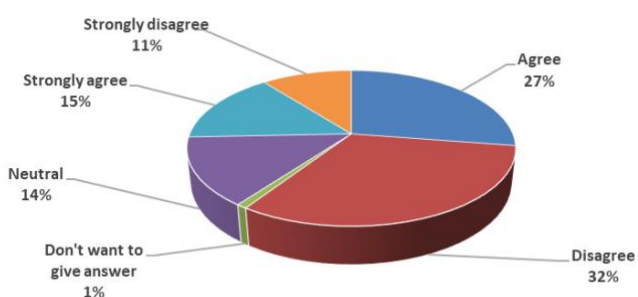


22% of respondents disagreed with the claim that using a single distributor across multiple sales channels increases the possibility of cross-border conflicts and unethical business practices.

The following suggestions may be useful for your current business:

- When the span of control in the form of people, budget, decision-making authority, and logistics support will be under one distributor or sales manager for multiple channels for a single company, the circumstances will encourage that distributor or sales manager to execute unfair practices in the application of cross-territory, forward sales, and other unfair means. The solution lies in the problem itself.
- Spillover of price from one sales channel to another channel will increase the syndication, thus impacting the topline from those channels. The problem itself is the source of the solution.

20. The larger quantity of “sales reports” that RSM, ASM, and TSM generate has a negative impact on the sales target.



43% of respondents disagree with the claim that the increased number of sales reports generated by RSMs, ASMs, and TSMs has a negative influence on sales targets. In contrast, 42% of respondents agreed with the assertion.

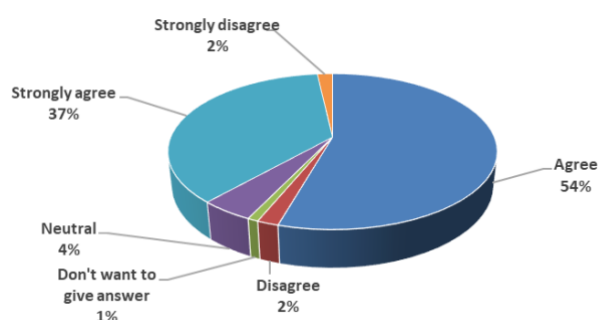
This observation highlights the varying opinions on the perceived relationship between the volume of sales reports and their impact on meeting sales targets.

This subjective observation is dependent on the company's tier and management choices. Top-tier organizations' sales operations are typically fully automated, with these automations forecasting next-day sales routes and beats. In general, salespeople at second- and third-tier companies report on sales heavily.

The following advice could be helpful for your existing company:

- Sales employees will work in the market, will keep themselves moving, and will achieve numbers.
- The sales operations team will work on the sales report and will communicate with the sales employees in a systematic and indicative manner. Based on that sales report, sales employees will drive their market activities.
- Too many communications from sales operations to sales employees are detrimental to sales.
- In reality, sales employees might have engagement with sales report generation, which should not exceed 30 minutes to 1 hour per working day.

21. This is essential to establish a proportionate incentive modality for the “delivery team” under TSM based on trade return slabs to ensure product placement at retail on time.



4% of respondents believe it is not necessary to implement a proportionate incentive system for the delivery team under TSMs based on trade return slabs to ensure timely product placement at retail outlets.

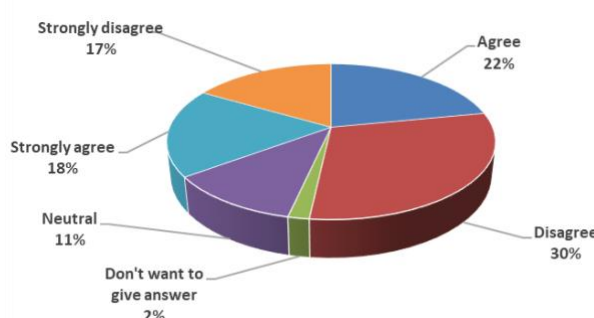
In general, the team is owned by the distributor and, in certain situations, a third party.

The suggestions that follow could be

fixes for your current business:

- An incentive system will increase the accountability of the delivery team toward the company.
- The delivery team should be under automation and undergo frequent market audits.
- HQ based employees has less control over this pool, mostly. This application helps them to overcome the cited challenge.

22. Without taking market feedback from RSM, ASM, or TSM, HQ people develop TP/ TLO and CP,



40% of respondents agree with the allegation that headquarters employees produce TP/ TLO and CP without taking market feedback from RSMs, ASMs, and TSMs, while 47% disagree.

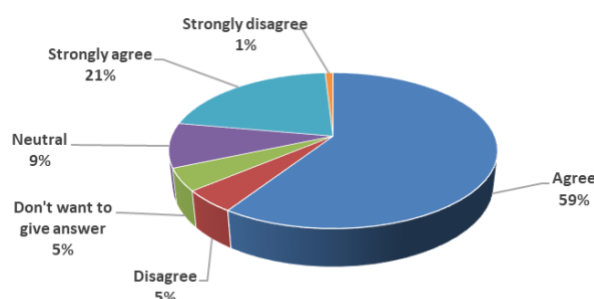
This remark highlights differing opinions on the perceived link between sales employees who do business and sales operations employees who helps business.

This subjective observation varies depending on the company's tier and market operations policies. Generally, top-tier firms' sales operations teams have KPIs to integrate with the pan-country sales team, and the system takes care of it. In general, salespeople with more influence over systems, policies, and applications in second- and third-tier companies face similar challenges.

The suggestions listed below may be useful for your current business.

- To promote synchronization between the sales employees who are doing business and the sales operations employees who are helping business, they should have strong KPIs to impact their performance.
- Sales operations employees who are helping businesses should come from the pool of sales employees who are doing business.
- Must discuss business development matters and access to potential (ATP) matters in detail in the national monthly meeting, whether offline or online.
- For regional or area-based customized TP/ TLO and CP, the RTM application is a must-do activity.

23. For the distributors and retailers to increase sales in the upcoming months, the yearly leakage and damage (L&D) provision should be between .75% and 1.5% of the total volume.



20% of respondents do not agree and remain non-responsive with the proposition that the annual L&D provision, ranging between .75% and 1.5% of the total volume, is conducive to increasing sales for distributors and retailers in the forthcoming months.

Generally, the distributor's L&D creates congestion against primary for the successive month if not settled by the company governed by policy. The

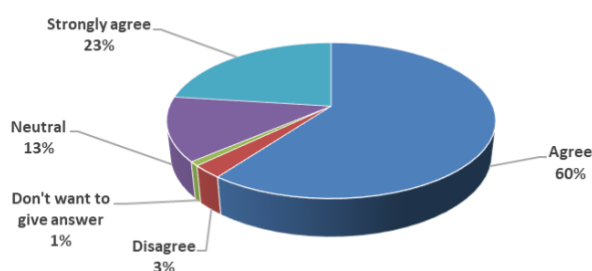
distributor's rolling money is tied up with that L&D, thus creating impacts on the next investment.

You might find the following guidance beneficial for your present business:

- The company should adhere to the L&D policy itself and not focus on situational choices.

- L&D provisions should be incorporated with product pricing.
- If L&D is not settled by distributors, this promotes a dispute in the monthly claim settlement, which spillovers to sales numbers.

24. For a distribution-based business with tertiary sales and customer attachment, it should have a GTM portfolio, and for deeper coverage, it should have an RTM portfolio.

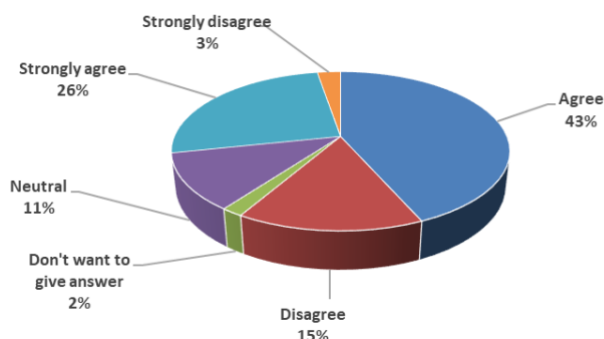


17% of respondents disagree and remain non-responsive with the statement that a distribution-based organization with tertiary sales and customer attachment should have a go-to-Market (GTM) portfolio, whereas broader coverage requires a route-to-Market (RTM) portfolio.

The following advice may be useful for your current business:

- Companies that don't have such a portfolio should start immediately in this highly competitive market.
- If the top position holder of RTM functions is separated from sales operations and directly reports to the NSM/ head of sales/ sales director, this will result in a better result.
- If the top position holder of GTM functions directly reports to the head of marketing/ equivalent position, they will get a better result.

25. HQ employees take longer lead time to settle current distributor's claims and ex-distributor's full and final settlement, which results in lower primary sales in the following month.



31% of respondents disagree and remain non-responsive with the challenges that HQ employees take an extended lead time to resolve current distributor's claims and full & final settlement of ex-distributors, resulting in a decline in sales number in the following month.

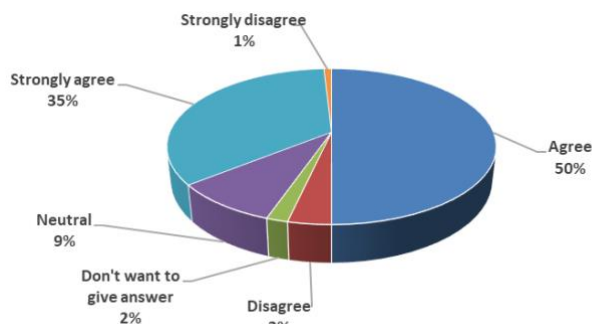
This subjective observation varies depending on the company's tier and market operations policies. Top-tier

organizations' sales operations teams typically have SLAs in place to fulfill current distributor claims as well as ex-distributors' full and final settlements. The sales leadership team closely monitor to ensure that these KPIs are accurate and on time; their technology runs this automatically. Generally, sales employees who have more influence on systems, policies, and applications in second- and third-tier companies face these challenges.

For your current company, the following advice may be useful:

- Distributors understand business and their rolling money well. They expect that through these claim settlements, they will lift products that equate to the claim. If it gets deferred, it impacts primary and secondary sales and, thus, sales numbers. Following the SLA that the companies have already established is a must.
- Distributors have local authority; they may try to exploit this power by generating a sales block through local syndication if a full & final settlement is not immediately handled within SLA. Until the entire financial settlement is finalized, the company may not make any sales in that particular territory. The sales leadership team should pay special attention to the circumstances.
- Any deviated practices in these KPIs create a domino effect in the market.
- Fair practices bring good distributors into the company's pool automatically.

26. The depot should maintain a minimum fifteen-day floor stock for each SKU to maximize primary sales and reduce operating costs.



15% of respondents disagree and remain non-responsive with the assertion that the depot should uphold a minimum fifteen-day floor stock for each stock-keeping unit (SKU) to optimize primary sales and mitigate operating costs.

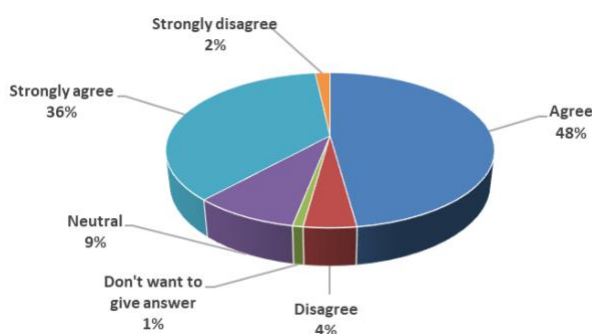
This subjective observation depends on the company's backward linkage activities. Maintaining floor stock may differ from one company to another. For example, a solely distribution-based

company's central depot stock norms will differ from those of a those of a manufacturing-distribution-based company and an import-distribution-based company.

The suggestions that follow could be fixes for your current business:

- Demand planning must be perfect.
- Based on the business model, the backward linkage must be strong to stand on perpetual finished product onboarding flow.
- Low-performing SKUs are equally paramount for S&D, thus for marker share.
- The company may use a pricing pathway for short-dated products to clear from the central depot in advance.
- Must follow floor stock norms to prevent or reduce L&D within the central depot.

27. The product should reach the distributors in two days following an indent. To avoid cross-territory sales, the product packaging should have the distributor's name on it with a big seal, and no distributor should receive void packaging.



16% of those surveyed disagree and remain non-responsive with the idea that products should be sent to distributors two days after an indent is received.

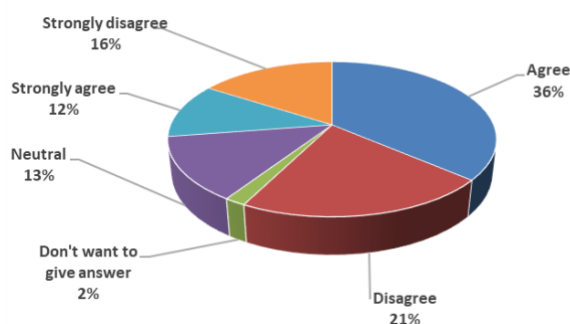
Sometimes it takes more than two days for pan-country operations to reach the products from depot to distributors, which impacts the company's MTD primary. If this physical distribution system is not run according to the

predefined SOP, it could result in L&D and give rise to disputes with the distributors.

The suggestions that follow could be fixes for your current business:

- On the indent day, the product must be dispatched.
- If it does not have its own physical distribution system or courier system, then an outsourced company should have an operating manual developed by a first-party company.
- Based on the business model, the backward linkage must be strong to stand on perpetual finished products onboarding flow.

28. For the organization to verify hygienic sales, an extra two months should be allowed for the distributors' field force (DFF) and distributor (if any) incentive disbursement.



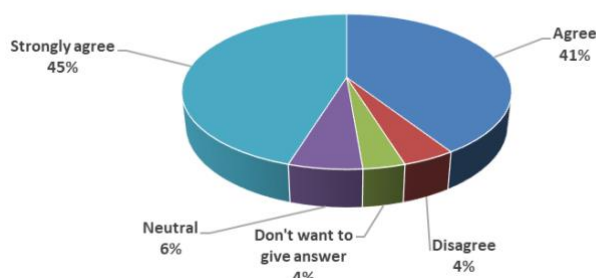
living? A common question arises. If the company develops a strong policy of incentive disbursement after two months of achievement and can continue these practices with goodwill, all stakeholders will benefit.

The company should give the DFF and distributors (if appropriate) an extra two months to disburse incentives to enable the verification of sanitary sales practices is supported by 48% of respondents.

The recommendations listed below could work for your current business:

- DFF is generally low-income group people. If they don't receive the incentive, how will they maintain their standard of

29. Core sales software, automated POSM execution for pilferage control, and printed memos for hygiene secondary sales are all practically just as significant as sales revenue.



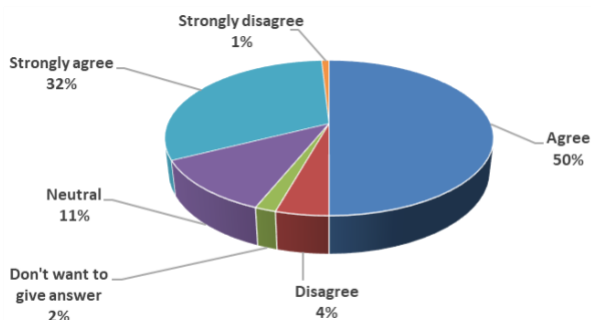
14% of respondents disagree and remain non-responsive with these challenges.

We don't defend the need for these automations here. Top-tier FMCG and distribution-based businesses typically have these automations and heavily emphasize these practices as a result of management choices. The company's top and bottom lines are directly impacted by these applications.

The subsequent suggestions could be fixes for your current business:

- Companies that don't have such practices should start immediately in this highly competitive market.
- The company can introduce a separate portfolio of this kind with the help of technology under sales operations/ trade marketing.

30. The DFF receiving an incentive payout through the MFS service is a major factor in the success of secondary sales and on-time product delivery.



18% of respondents disagree and remain non-responsive with these challenges.

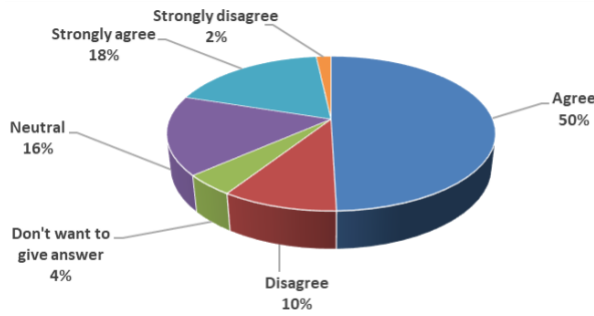
The proposals that follow could work for your current business:

- Companies that don't have such a structure should start immediately to boost secondary.
- This target-based application has a positive impact on DFF's satisfaction and loyalty for the company, which has logical consequences

on topline.

SECTION C: Stakeholder Engagement Perspective

31. Vendors of merchandise materials should be seen less as suppliers and more as business partners.



The idea that suppliers of merchandise materials should be treated more like business partners and less like suppliers is disagreed with by 12% of respondents.

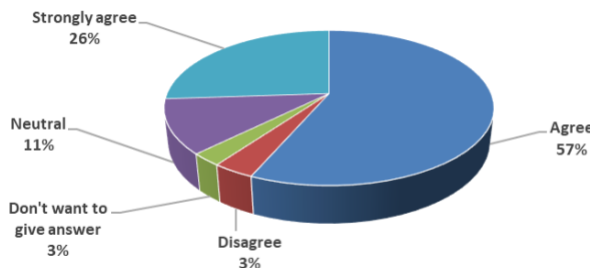
In supply chain and trade marketing, it encourages the evaluation of the worth and possible advantages of establishing a partnership-based approach with trade marketing materials providers. These applications can help to develop

value creation, increase operational effectiveness, and successfully accomplish strategic goals.

The suggestions that follow could be fixes for your current business:

- This procurement must be separated and be under the trade marketing department.
- This category of vendors should treat as “integrated business partners”.
- The success of market visibility and off-take/tertiary sales largely depend on the execution capability of this integrated business partners.
- These integrated business partners should be included in the loyalty program and should be invited on occasion to the company’s stakeholder engagement initiative.

32. The S&D budget needs to include distributor and retail engagement funds that are supported by the code of business conduct policy.



The idea that distributor and retail engagement budget should be included in the Sales and S&D budget and be backed by a code of business conduct is not one that 17% of respondents embrace.

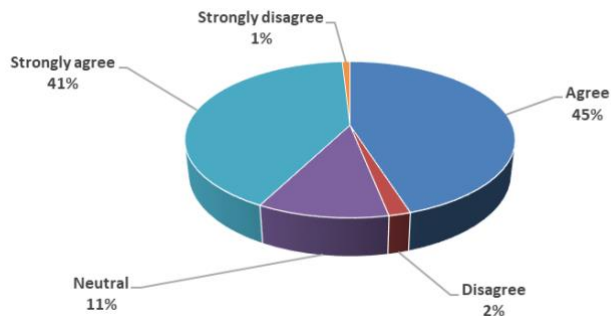
It makes one think about how crucial it is to incorporate stakeholder relationship and fund allocations into the S&D budget to promote retail and distributor development. Such application fosters long-lasting

commercial partnerships while strengthening trust and cooperation with distributors and retailers.

The suggestions listed under might work for your current business:

- This engagement initiative is a must-have to boost the bandwidth of the distribution channel. Businesses must initiate a yearly engagement program that spans the upcountry to achieve this; half-yearly regional initiatives are also possible.
- This engagement initiative's cost center should be within the allotted budget, the activities will be entirely event-based and subject to the highest standards of COBC.
- This engagement for distributors and retailers should focus on their taste, regional-economic activity, and living standards.

33. Once a week, employees from SC, HR, Finance, and Marketing should visit the market inside the base station.



14% of respondents disagree and remain non-responsive with this notion.

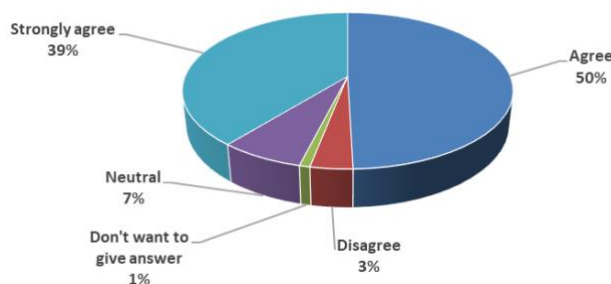
The sales leadership team of top-tier organizations typically sends PJP to visit the market; the frequency of these visits is decided by the leadership team. The leadership/management team keeps a close eye on employees to make sure of PJP compliance. This PJP is included in their KPIs in some instances.

The subsequent proposals might be

solutions for your present company:

- Employees in operations should put on salespeople's shoes on their legs.
- To create a single tone among the doing business and helping business employees, this initiative is a must-have requirement where synergy is a logical consequence.
- Without experience of visiting markets, operations employees who are helping business should not have the right to take decisions that came from the field.

34. Forward sale is a recurrent issue at the end of each month. This initiates the necessity a spot or ad hoc audit of the distributor's inventory. The company should make ad-hoc/spot auditing a routine practice rather than a decision.



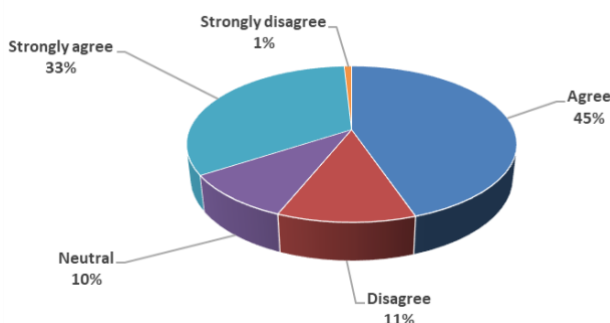
The claim that forward sales are a monthly recurrent challenge that calls for a spot/ ad hoc market audit of the distributor's inventory is declined by 3% of respondents.

This initiative encourages two hats at a go. The first is to determine the CAP from the market, and the second is to foster a culture where the system will identify wrongdoers.

You could consider the following suggestions as remedies for your current business:

- Audit applications must be set up by HQ employees and governed by sales leadership team.
- This market audit must be from HQ always, not necessarily; it can also be executed from adjacent territory, area, and region. This application increases the bandwidth and capability of pan-country sales employees, reduces market unfair practices, and reduces overhead costs.

35. There shouldn't be more than one weekly "regional online meeting" scheduled.



The opinion held by 78% of respondents is that there should only be one weekly "regional online meeting" arranged.

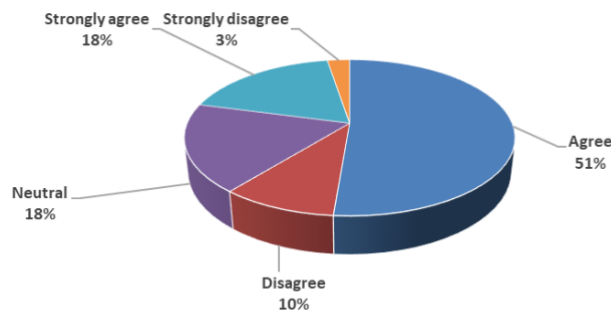
It demonstrates a common understanding of how crucial it is to strike a balance between the necessity for communication/ coordination.

The following suggestions may be able

to help your current business:

- More than one online meeting at the regional level, headed by RM or RSM, becomes operational; that operational meeting can be done by AM or ASM.
- In the context of this country, Saturday is an acceptable day to hold such an online meeting for a maximum of half of a day, assuming a week consists of six working days.

36. Each distributor (Gmail by distributors' name) and sales representative (Office email by market name) should be added to email communication to enable real-time contact in the field.



13% of respondents disagree that to enable real-time contact in the field, emails need to include the names of each distributor (using Gmail with distributors' names) and sales representative (using office email with market names).

The field needs regular updates from HQ regarding TP/TLO, CP, merchant operations, and other matters.

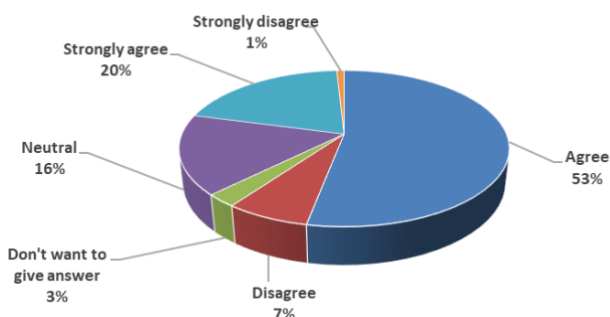
Communication in real time and at the

go is essential. The steps in the traditional market communications process are as follows: HQ, RSM, ASM, TSM, Distributor, and SR. For the message to reach the final level, more lead time is needed. Furthermore, this approach increases the likelihood that messages will be manipulated while cascade it down.

The suggestions that follow could be fixes for your current business:

- The company should promote real-time digital communication for employees and distributions within the sales span.
- WhatsApp communication may not be 100% effective as many of the distributors may not use smartphones in remote areas.

37. Ambiguity arises in the field due to many point contracts from Trade Marketing, Sales Operations, HR, Finance, Sales Capability, Audit, SC (Depot), and Others to RSM, ASM, and TSM.



8% of respondents express disagreement with these practices.

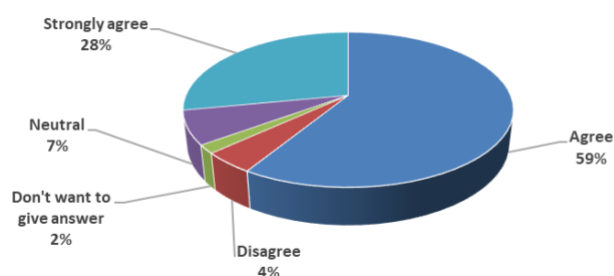
Market communication is the way to make sales. The field requires frequent communication from trade marketing, sales operations, HR, finance, sales capability, audit, SC (depot), and others. If all the real-time communications are made by different departments and channels to the sales employees, it may create a blockade on the way of making

sales.

You could consider the following suggestions as remedies for your present company:

- The company should promote the consolidation of all departmental communications onto a single platform, which will facilitate communication with RSMs, ASMs, and TSMs.

38. HQ-based national sales meetings should be combined with employee town hall.



87% of those surveyed feel that town hall and sales meetings based at HQ should be combined.

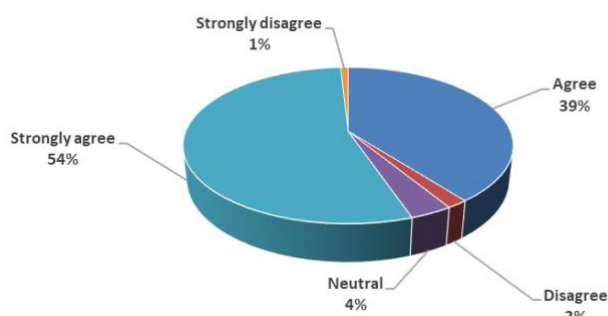
It shows that all internal stakeholders involved in sales have the same awareness of the advantages of coordinating organizational changes and strategic talks with more extensive employee contacts and feedback sessions.

You may want to think about the

following recommendations as fixes for your current business:

- This is a face-to-face approach among the employees who execute (sales employees), who formulate (sales leadership teams), and who help (non-sales departments).

39. Workplace culture, employee communication, employee engagement programs, employee fair practices, and workplace ethics are some of the major elements that make distribution-based companies successful.



93% of respondents concur with the assertion that workplace culture, employee communication, employee engagement programs, employee fair practices, and workplace ethics are among the key elements contributing to the success of distribution-based companies.

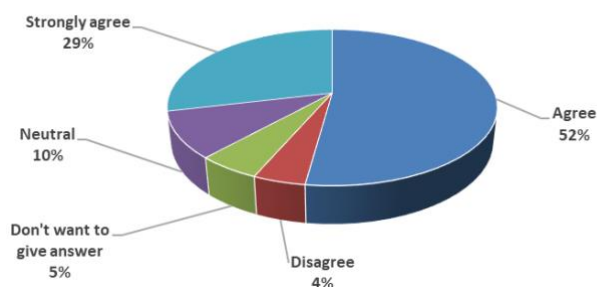
These softcore apps are what fuel the hardline sales stats.

The following ideas might be taken into

consideration as fixes for your current business:

- A company must have a COBC to reduce unfair practices.
- The company must have a workplace culture manual to create a single tone toward the company's objectives.
- And the company must have consistency in COBC and workplace culture practices.

40. A market etiquette policy that addresses all unwritten and common-sense guidelines should implement by every distribution organization.



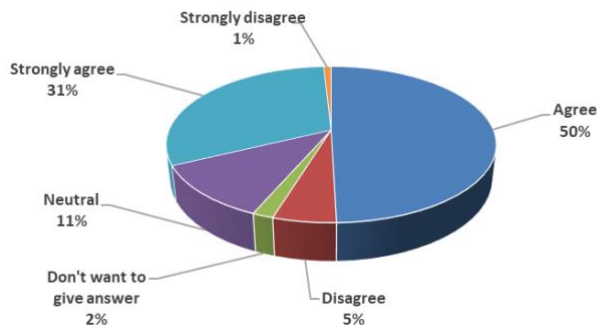
91% do not believe that distribution-based companies need to adopt a comprehensive market etiquette policy that covers all unwritten and common-sense rules.

These softcore applications power the hardline sales numbers, which eventually result in top-bottom sustainability.

The ideas that follow might be solutions for the current company:

- The company needs to have a market etiquette guideline that covers all the little things and untold matters, such as how to make human or psychological contact with distributors and retailers, how to greet and behave with distributors and retailers, how to build relationships with distributors and retailers, how to apply situational common sense, and others.

41. To accelerate sales, the sales team requires integrated finance, SC, HR, and trade marketing employees within sales.



19% of participants disagree with the idea that accelerating sales requires an integrated approach encompassing trade marketing, finance, supply chain, and human resources within the sales team.

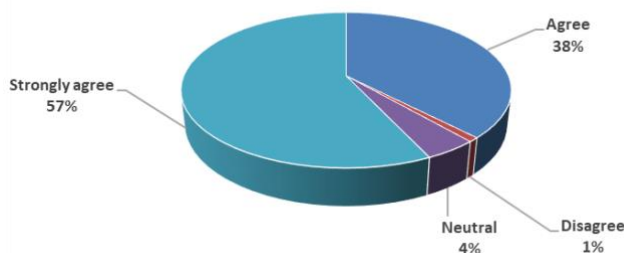
It emphasizes how crucial it is to promote cooperation and alignment across various functional groups to maximize sales effectiveness and meet organizational goals in the context of distribution. The sales function must prioritize cross-functional integration above the

antiquated idea of silo management.

The suggestions that follow could be fixes for your current business:

- Business partners are a must of HR, Finance, SC, and marketing departments in sales.
- Those BP's direct reporting lines will be with a sales head or equivalent position and a matrix reporting line with the respective functional heads or designated employees.
- Performance evaluations of the BP will be conducted by the sales head /equivalent.
- The trade marketing department belongs to sales. However, they should have a matrix reporting line with the marketing team.
- If the company has a policy of sales incentive or on target performance incentive (OTPI), all business partners must be under this umbrella.

42. HR needs to implement a strict code of business conduct policy to reduce unethical practices in the upcountry market.



5% of survey participants expressed skepticism regarding the necessity for HR to implement a stringent code of business conduct policy aimed at mitigating unethical practices in the upcountry market.

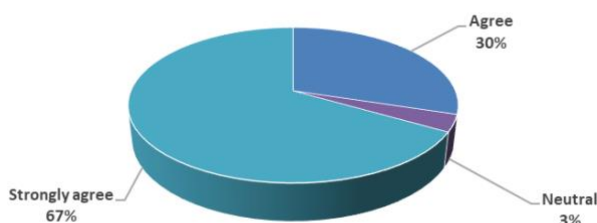
The upcountry market's code of business conduct policy should be implemented and controlled by HR, not sales.

The following recommendations may be

able to help your existing company:

- The strategy mentioned above will lessen the company's conflicts of interest in the marketplace. A different strategy will increase the same.

43. Quarterly sales employee rewards and on-the-spot recognition supported by HR policy should be implemented for sales.

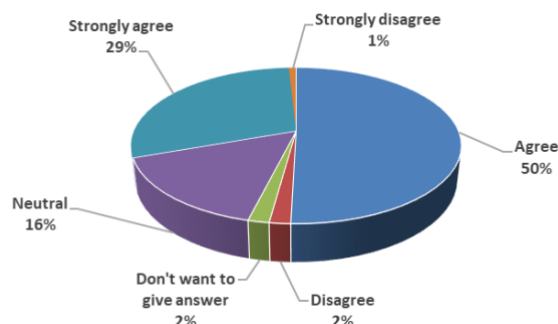


97% of survey respondents advocate for the implementation of quarterly sales employee rewards and on-the-spot recognition, underpinned by HR policies, to incentivize and recognize sales performance. Meanwhile, 3% of respondents remain neutral.

The suggestions that follow could be fixes for your current business:

- This application doesn't have any relationship with regular sales incentives or on-target performance incentives (OTPI).
- For senior-level sales employees, salary and reward carry almost equal weight.

44. As they serve as ambassadors for new hires and distributors, having positive relationships with alumni and ex-distributors is crucial.



21% of those surveyed disagree that cultivating good ties with ex-distributors and ex-employees is important for organizational dynamics. These respondents view this engagement as less important, despite the fact that they serve as powerful advocates for onboarding distributors and employees.

LinkedIn is the largest worldwide platform available to companies and employees, and it is used for free. This networking platform

is open to all present and past employees of a particular company, and they are connected to each other.

Even after accepting an offer letter, prospective good employees may not join a particular organization if they speak with a former employee who is dissatisfied and shares negative information about their former employer. This will cause the targeted organization to suffer a significant loss in terms of money, time, and reputation.

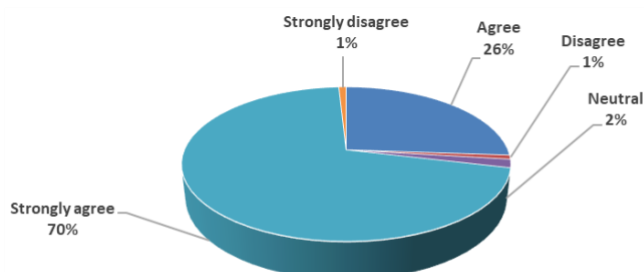
Additionally, a disgruntled distributor may create a sales blockage for the successor distributors in the region or territory in which it operates, which would cause a considerable loss of revenue.

The best FMCG companies might not face these challenges. Nonetheless, a lot of businesses can get into these difficulties.

The following recommendations might be solutions for your existing company:

- An amiable exit is a must for both employees and distributors.
- A full and accurate financial settlement is a must for both employees and distributors.
- Showing coercive power regarding security deposits' cheque of distributors in the time of dispute is a substandard practice for the company, its impact may spillover to other existing & potential distributors.

45. During induction and field job attachment, product training is a must.



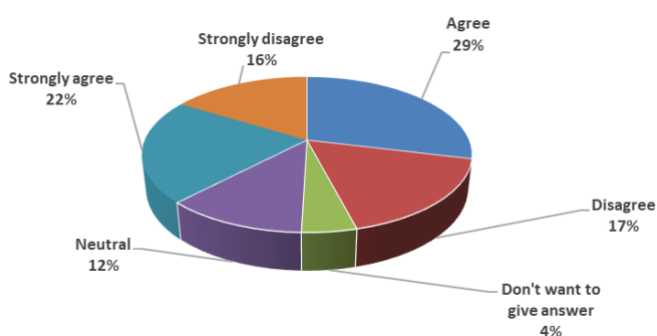
Regarding the need for product training during induction and field job attachment, 4% of poll respondents disagree.

The suggestions that follow could be fixes for your current business:

- Job attachment focusing on junior-level cross-industry employees in sales is a must.
- The job attachment may take 1 to 2 weeks, depending on the choice by management.
- Without knowing USP of each product, getting into the field is detrimental for the business and employees.

SECTION D: People Development Perspective

46. Salary is due on the final working day of the current month; TA and DA are due on the tenth day of the next month; and incentives for the previous two months are due on the twentieth day of the next month.



49% of survey participants expressed disagreement with the proposed schedule for salary disbursement, travel allowance (TA), daily allowance (DA), and incentives considering the context of the upcountry practices.

This divergence, underscores the complexity and variability of remuneration practices across different organizations.

Understanding the reasons behind this dissent can shed light on potential areas

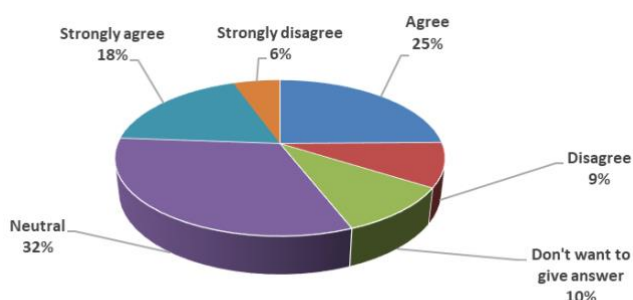
for improvement in the current payroll system.

This payout depends on the management's choice and the financial ability of the company.

The suggestions that follow could be fixes for your current business:

- The best practices are to pay salaries between the 20th and 25th of the current month to keep employees' living standards stable because many bills, such as plastic cards, utilities, and EMI, are due on the third block of the current month and to keep them in line with other countries within the same company.
- A question may arise about why the company will pay up to several days' worth of advance salary. The response would be if someone resigns on zero-day notice, an incentive, TADA, PF, or gratuity will serve as a shield.
- The living level of lower-income employees of the company is not jeopardized if salary, TADA, and incentive are paid out on the scheduled day of each of the three blocks of the month.
- A delayed employee payment compromises the sales number.

47. Without COLA, the average annual merit raise for sales employees should be 6% of their gross salary.



According to 43% of respondents, the typical yearly merit raise for sales employees of an organization should be set at 6% of their gross compensation, in addition to the Cost-of-Living Adjustment (COLA).

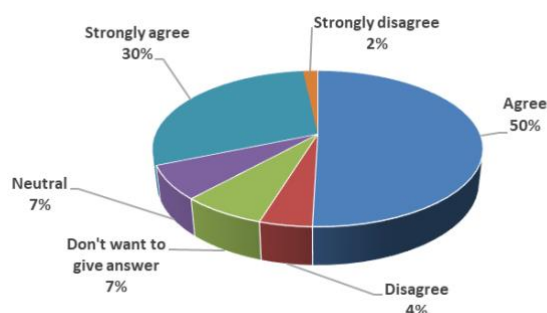
42% of respondents are hesitant to answer, while 15% disagree with the idea.

This choice is contingent upon the company's financial capacity and management choices.

The ideas that follow might be solutions for your existing company:

- Salary survey to review salaries is typically not necessary if COLA is taken into account annually.
- The World Economic Forum is a good resource for information on COLA. This will make an MNC's local operations easier.
- The company may use the information provided by the central bank for a conservative approach.
- An average 6% rise above the COLA is a suggested figure; it is contingent upon the top-bottom line figure and management choices of particular company.

48. A scientific sales incentive should be implemented to encourage sales while avoiding unhygienic sales and conflicts of interest with HQ-based employees.



80% of respondents believe that putting in place a scientific sales incentive structure is necessary to boost sales growth.

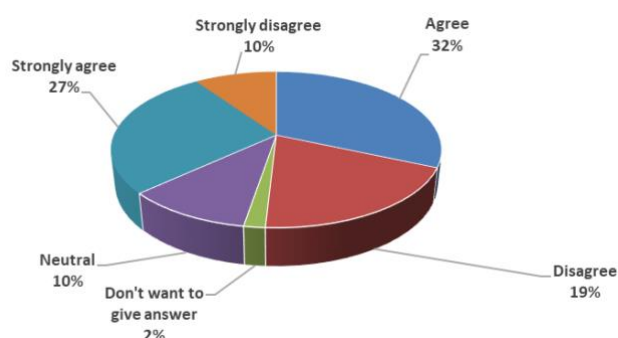
The suggestions that follow could be fixes for your current business:

- Balanced scorecard based smart KPIs, their distribution, and strategic alliances are the keys to driving incentives for all employees of the company.
- The above-cited method strikes a

balance between sales employees who are doing business and non-sales employees who are helping businesses and ensuring ethical conduct throughout the sales process.

- Organization to verify or audit hygienic sales, internal processes, and outcomes, an extra two months should be allowed for incentive disbursement.
- 59% of the fortune 500 companies use this balanced scorecard based KPIs.

49. The sales employees' movement will stop in the middle of the sales day if the real TA amount exceeds the daily TA ceiling, which will lower sales.



According to 59% of participants, sales employee may not be able to move during the sales day if their actual travel allowance (TA) exceeds the daily TA ceiling. This could result in a decline in sales number.

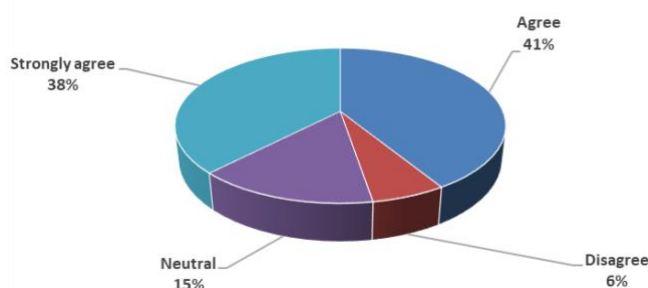
This emphasizes how important it is to have properly designed TA policies in to support sales activities and maximize field productivity.

These suggestions may be able to help

your existing company:

- TA should be at actual backed by strong PJP and travel modality for base station and ex-base station without night stay.
- Management might assume there could be pilferage for base-station TA at actual, backed by strong PJP and travel modality. Actually, this tactic prevents the sales push.
- The effectiveness of the operations employee determines whether the actual TA policy for the base station succeeds or fails.

50. Considering inflation, base station lunch prices should be reviewed twice a year, and a voucher is not required for base station lunch expenses under ceiling.

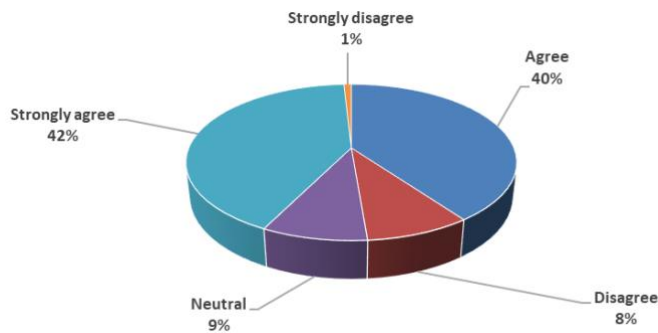


6% percent of respondents disagree with the idea that base station meal pricing should be evaluated every six months while accounting for inflation. As long as base station meal expenses stay below a certain budget, a voucher is not needed.

The ideas that follow might be solutions for your company:

- Lunch claims for base-stations should be at actual under ceiling, vouchers are not needed.
- Ceiling depends business model and financial strength of a particular company.

51. TA policies should be tailored regionally since the spending patterns of different regions vary.



The idea that TA should be tailored regionally in advance to account for expenditure patterns across different regions is agreed by 91% of respondents.

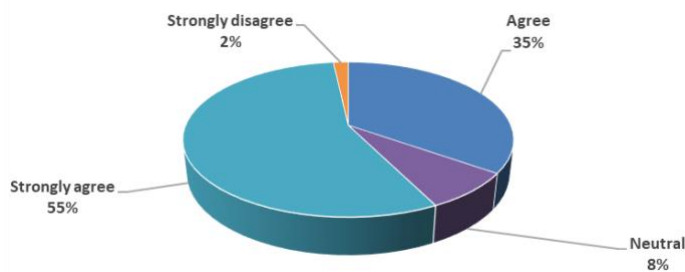
This viewpoint draws attention to emphasize how TA policies with local setting is essential to guarantee fair & effective resources distribution.

The thoughts that follow could serve as

helpful to your existing company:

- The TADA policy should address the geographical cost of food, transportation, and accommodation.
- The ceiling depends on the business model and financial strength of that company.

52. Branding for employers has the same importance as branding for products.

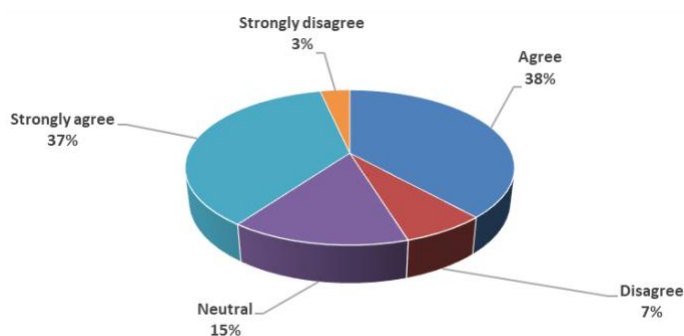


90% of respondents agree with the assertion that employer branding holds equal significance to product branding.

The suggestions that follow could be fixes for your current business:

- Employer branding is an absolute prerequisite. Talent trumps product quality in this FMCG/distribution sector.
- EVP, talent ecosystem, and workplace culture are prerequisites for employer branding.

53. Recruitment methods for TSM, ASM, and RSM differ from those for employees based at HQ.



According to 75% of respondents, hiring practices for TSM, ASM, and RSM are different from those used for employees stationed at headquarters (HQ).

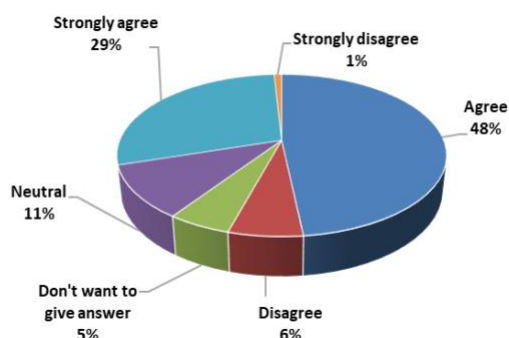
This insight highlights the need for a separated approach to talent acquisition, acknowledging the distinct skill sets, responsibilities, and contextual needs associated with field sales roles in contrast to corporate ones.

Some of the concepts that follow might

be improvements to current company:

- For campus sourcing, above-average knowledge from the best business school is essential.
- Easily socialized due to easygoing disposition should be the findings from the assessment center.
- A high attitude, DNA for travel, and adaptability to location are the prerequisites for successful onboarding.
- For experienced employee sourcing at territory level & area level, the process is more significant than the outcome.
- For senior position sourcing, potential is more important than performance.
- For leadership position sourcing, value acumen is more impactful than potential.

54. In reality, on average, 10% of the of the TSM pool is vacant because of the longer lead time taken by HR to fill it up. To onboard TSM, ASM, or RSM, HR should have a lead time of 15 days plus the employees' notice period.



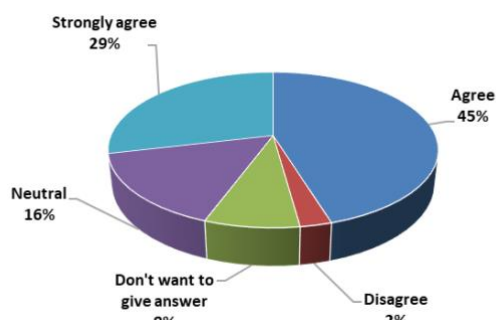
The claim that there is, on average, a 10% vacancy in the TSM pool because HR takes a long time to fill roles agreed upon by 77% of respondents.

In addition to the employees' notice period, the guideline suggests that HR should preferably retain a lead time of 15 days for sourcing and contract granting.

The suggestions that follow could be fixes for your current business:

- HR should have a region/area specific perpetual talent pipeline for the position of TSM/ASM/RSM without having requests from sales department.
- Contract awarding lead time should not take more than 15 days after requisition.
- The sales department needs to have patience for the full notice period of the incumbent from the previous organization.
- In an emergency, the company can buy the notice period of the incumbent from the previous organization.

55. Sales capability is an annual calendar, not an ad hoc application, and training man hours for sales employees should be 40 annually.

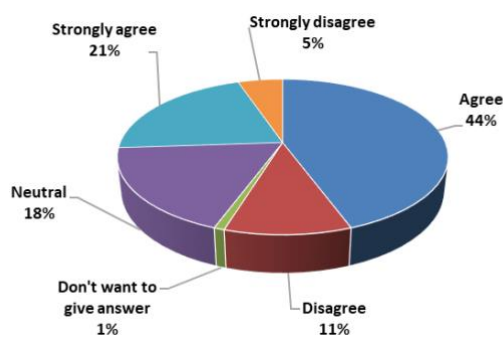


74% of those surveyed agree that sales capabilities should be implemented following an annual schedule instead of need basis. They also concur on what the optimal number of man-hours of annual training should be for sales employees.

Some of the concepts that follow might be improvements to current company:

- The training man hours should be 40,
- Capability entails impact in real time and in real life, not theory.
- Capability doesn't mean HR training. It's an integrated approach to sales, sales operations, RTM, GTM, product, trade marketing, ATL, TTL, HR, finance, physical distribution, depot, and other functions.
- Capability is a quarterly application for each sales employee.

56. In reality, the ASM and TSM's primary and secondary sales KPIs overlap or are not clearly demarcated, which impacts sales.

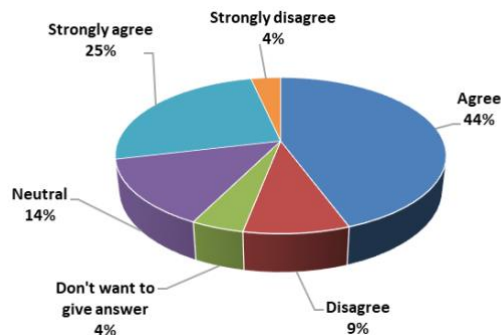


The statement ASMs and TSMs primary and secondary sales KPIs are distinct and well-defined in practice is agreed upon by 16% of respondents.

The proposals that follow could be potential improvements:

- TSM should be exclusively responsible for secondary, and ASM should be exclusively responsible for primary.
- As Line Manager, ASM will manage TSM's KPIs.
- Balanced scorecard based KPIs might be helpful, 59% of the fortune 500 companies use this.

57. PIP should have an annual calendar rather than be an ad hoc application.



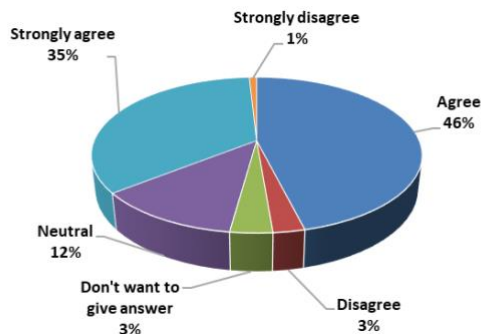
69% of those surveyed agree that annual calendars should be followed instead of ad hoc implementations for Performance Improvement Plans (PIPs).

By putting PIPs into practice within the allotted period, problems with sales performance can be identified and fixed, which eventually leads to increased sales.

The notions that could represent improvements to your company:

- PIP should be implemented within 7 days of the following month.
- Each employee under PIP should give three months' time.
- A special capability program is a must for them.
- Resource support in the form of headcount (HC), budget, merchandising, and decision-making is essential from them.
- A warning letter and window period should be given before taking decisive action.

58. HR should have a different talent management ecosystem for sales employees than for corporate.

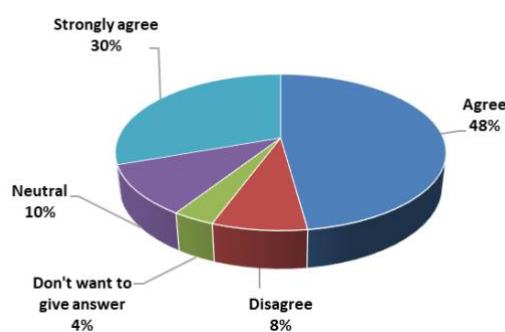


81% of respondents, a sizable majority, agree that HR should continue to maintain a different talent management environment for distribution sales roles than for corporate functions.

The suggestions that follow could be fixes for your current business:

- The response from the management and leadership teams toward sales employees should be very fast as compared to the operations team.
- Reward and recognition should be visible and very fast for sales employees.
- Incentive weightage should be high as compared to the operations team.
- Sales employees' performance management system is monthly, not even quarterly.
- The company should keep an additional budget for ad hoc promotion and merit-based raises to retain top talent of sales.

59. If a TSM holds the same position for a continuous 1,000 days, HR should assess the position for decisive action.



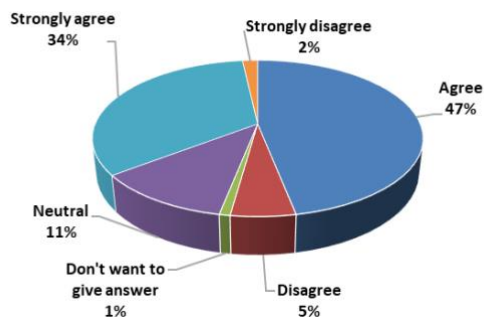
22% of participants disagree and remain non-responsive with the idea that HR should execute a comprehensive evaluation of a TSM role in a situation that TSM holds the same position for 1,000 days in a row, indicating the necessity for action.

This viewpoint indicates a difference of opinion on the ideal time for reviewing and possibly adjusting TSM role to make sure they are in line with changing company goals and market conditions.

The notions that follow could represent improvements to current company:

- The company should exercise the PIP cycle.
- The company may transfer them to low-potential territory.
- A warning letter and window period should be given before taking decisive action.

60. TSMs should be the starting point of a career for the sales support employees at HQ.



At the HQ, a resounding 81% of respondents agreed that TSMs should play a fundamental role in the careers of sales support employees.

This broad consensus reveals a common understanding of the strategic importance of field experience and mindsets that are the fundamentals for success in higher-level sales support positions within companies.

The suggestions that follow could be fixes for your current business:

- Employees in operations will put on salespeople's shoes on their legs.
- To create a single tone among the doing business and helping business employees, this initiative is a must-have requirement where synergy is a logical consequence.
- Without experience visiting markets, operations employees who are helping should not have the right to take decisions that came from the field.

"In an enraged world, we will never lose. We will learn from each other or win."