

CASE: Partnering Growth in an Equipment Manufacturing organization

About the Client:

The client is involved in the manufacturing of corona treaters and cap sealing machines which are used for surface treatment purposes in plastic film and printing and packaging industries. The client with a standing of over five decades has a strong customer base in Maharashtra and Gujarat and also caters to international markets like UAE and Africa. The client aims to grow the sales to three times the current scale in the immediate future by expanding its footprint across India and overseas markets and also diversifying into new products.

Key Challenges:

Despite being in the business for a long, the client still has not managed to obtain good quantum growth. Stagnant profits over a three-year period were a clear indicator. The sales team was following a very reactive approach with zero on-field customer visits(new/existing). Communication was being done only on calls, WhatsApp, and emails. The documentation & recordkeeping process was also very poor as the CRM which was introduced was not properly utilised. Reporting structure and system were not properly defined which allowed the team to do the work as per their own will. Due to such issues, the client could not focus on operational activities and strategy building as most of the time was lost in firefighting. It was imperative that the client organisation adopt new systems and processes to ensure smooth functioning thereby allowing the client to focus on strategy building and business growth.

Engagement with Aira Consulting:

AIRA Consulting initiated one-to-one interaction with the sales team to understand the process, their roles and responsibilities, the gaps involved, and the key drivers of the business. Our Consultants also collected the existing formats and sales & service register for the last 3 years from CRM software consisting of inquiries, quotations, order status, services done, revenue generated from sales and service, and performance- salesperson-wise, product-wise, region-wise & customer-wise. Based on the study, AIRA Consulting did an in-depth analysis and highlighted the gaps in the system and measures which need to be adopted to plug them. This involved:

- ❖ Evaluating the opportunity for each product across each market and identifying growth areas. This led to the development of a sales and post-sales strategy that would meet the growth plan of the client
- ❖ Identifying sales competencies and processes required to roll out the sales strategy
- ❖ Creating a robust sales system that are needed to manage the processes in a consistent way across various product category and customers
- ❖ Introduction of new formats for data capturing, developing policies & SOPs to ensure smooth functioning and customer touchpoints remain consistent and predictable
- ❖ Developing and instituting review processes for analysis and decision making

AIRA Consulting handheld the management and sales team to implement and roll out the new systems and processes and resolve any issues occurring due to its implementation. AIRA also undertook weekly and monthly audits of the implementation status and provided status reports to the management for initiating appropriate actions. A weekly & monthly joint sales meeting process was initiated to share the data on performance and, define and agree on a plan for the subsequent week and month. This led to addressing shortfalls as it also provides prompt support to meet performance goals.

With defined systems in place, the organisation slowly started moving from an individual-driven organisation dependent on the owner mainly to being a process-driven organisation. The client is confident of meeting the business target and thereby achieving the business goal of scale and profitability.